

Evaluating the role and impact of Hull Libraries' Collection Development Policy on collection development

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Summary

UK public libraries' collections are fundamental to their purpose of providing access to information that support the diverse needs of their heterogeneous communities. Developing, maintaining and managing a responsive collection for these changing needs efficiently and professionally, with space and financial constraints, can be time consuming and challenging. This dissertation's aim focused on the nature and administration of Hull Libraries' Collection Development Policy (CDP) and its impact on collection development. The objectives evaluated its purpose, scope and contents before examining how it was formulated, administered and promoted in a work environment. Finally the CDP's impact on collection development was evaluated. This dissertation met its research aim through a study of the relevant literature and a practical research study, employing a case study approach at Hull Libraries. Hull Libraries' CDP and semi-structured interviews with key personnel, two librarians identified through purposive sampling, provided the data for the thematic coding analysis and findings. This study found the CDP's purposes aligned with the literature, forming two main groups of informing and guidance. These included planning, protection, justification, parent organisation support, and communication purposes. The scope and content resembles the National Acquisitions Group (NAG) model developed for UK public libraries, focusing on guidance for the collection life cycle within a legal framework rather than including a budget, organisational or community overview. The CDP was developed collaboratively in-house and is reviewed annually. Although promotion and accessibility is limited, it is consulted and embedded in work practices. Hull Libraries' CDP formally documents its theoretical and practical approach to collection development, informing both internal and external audiences. Collection development decisions implementing the framework's guidance are transparent, whilst simultaneously protecting and justifying them. This contributes to a responsive collection, protected from censorship, with accountable and designated standards developed efficiently to support its community's information needs.

Declaration

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Signed (candidate)

Date

STATEMENT 1

This work is the result of my own investigations, except where otherwise stated. Where *correction services have been used, the extent and nature of the correction is clearly marked in a footnote(s).

Other sources are acknowledged (e.g. by footnotes giving explicit references).

A bibliography is appended.

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Date

[*this refers to the extent to which the text has been corrected by others]

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Abbreviations

ALA - American Library Association

BSA - British Sociological Association

CDP - Collection Development Policy

CILIP – Chartered Institute of Library and Information Professionals

ESRC - Economic and Social Research Council

IFLA - International Federation of Library Associations and Institutions

MLA – Museums, Libraries and Archives Council

NAG – National Acquisitions Group

SMP - Hull Libraries' Stock Management Panel

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I would also like to thank Hull Libraries for permission to reproduce Hull Libraries' Stock Policy (Appendix A).

Chapter One: Introduction and methodology

1.1 Introduction

An estimated 149 800 new books were published in the UK during 2011 according to the Federation of European Publishing, increasing the number of available titles in the UK to approximately 4.2 million (Turrin, 2012). It is unlikely whether many UK public libraries, serving a local community, could afford to purchase, process as stock and house each of these books. It could also be debated whether there would be demand for each of these books, or how easily users could browse and find items of interest. The figures above do not include other formats that may be found in public libraries, such as audio books, music CDs, DVDs, or electronic resources.

How do public libraries decide which items, and in what format, should be part of their collection? Public library users can potentially be anyone who lives, works, or studies within the community where the library is based. These heterogeneous communities can include all ages, different ethnic groups, varying levels of education and differing informational needs (Evans & Saponaro, 2005, p. 75). Users' needs can be wide ranging for recreational, educational and other factual material (Clayton & Gorman, 2001, p. 80), whilst usage levels and needs may vary throughout their lives.

The collection is a fundamental component of any library (Johnson, 2009, p. ix), and is integral to whether current users' needs are being met, or attracting non-users. Public libraries have a statutory duty to provide a "comprehensive and efficient library service" (Public Libraries and Museums Act 1964, Section 7). How a library develops and manages its collection, which may include both physical and electronic resources, can impact on the collection's comprehensiveness, efficient use of resources, responsiveness to users' needs and possibly its continuing existence.

1.2 Collection development policies

The professional literature debates and researches aspects of managing collections in journals, such as *Collection Management* (Taylor & Francis Online, n.d) or *Collection Building* (Emerald Group Publishing, n.d). Professional bodies such as the American Library Association (ALA) and the National Acquisitions Group (NAG) both advocate a publicly available written document that examines and evaluates a collection (Anderson & ALA, 1996, p. 1; Hogarth, A., Neville, E., Butler, J., & National Acquisitions Group in association with CILIP and MLA, 2010, p. 2). These organisations advocate that a written policy for collection development has strategic benefits for a library when preparing or reviewing a policy by encouraging a library to systematically evaluate its aims; its users and non-users; their information needs; and detailed understanding of the collection (Anderson & ALA, 1996, pp. 6-7; Hogarth et al., 2010, pp. 2-3). They conclude that a written policy has other benefits, including internal and external communication, consistent guidance and criteria, which may protect the librarians' collection decisions (Anderson & ALA, 1996, pp. 1-2; Hogarth et al., 2010, pp. 2-3). A collection development policy (CDP) can be a complex document with multiple purposes, combining service provision, strategic planning and practical guidance.

Libraries who have a CDP may recognise some, or all, of these benefits described by the ALA and NAG. Their CDP may be a cyclical process that systematically reviews collection development as their communities' needs or circumstances' change, with responsive collections. However, in a practical work environment, libraries may not experience these expected benefits. Balancing the depth of detail and differing requirements from staff, public or other organisations may be a formidable task. Having a CDP does not ensure it will be consulted or become integral to working practices (Vickery, 2004). If a policy is not realistic or embedded in work activities, it may become neglected and irrelevant.

Each public library's experience and interpretation of formulating, administering, reviewing, evaluating and promoting their CDP may be specific to their organisation.

Evaluating its benefits, drawbacks and impact on collection development may be subjective to each organisation with their specific work cultures and procedures.

1.3 Aims and objectives

This research will explore one public library's experience of its CDP, whilst comparing and contrasting this to the professional literature. The overall aim of this study is to research the nature and administration of Hull Libraries' CDP and assess its impact on collection development. The following objectives have an essential contribution to achieving this aim:

1. Discuss the potential purposes, scope and content of a CDP.
2. Evaluate critically the purpose(s), scope and content of Hull Libraries' CDP.
3. Analyse how the librarians formulated, administer and promote the CDP.
4. Evaluate critically the CDP's outcome on collection development.

The first objective will form a core part of the literature review and is important as organisations may interpret the purposes, scope and content of a CDP differently. Indeed, Snow (1996) asserts that a CDP's lack of definition undermines its very need. It will provide the context for objective two, which will analyse Hull Libraries' CDP, evaluating their interpretation whilst comparing and contrasting theory with practice. The third objective will explore librarians' views and experiences of working with their CDP. All these objectives contribute to the final objective, evaluating the CDP's outcome on collection development. This research will employ two main research methods to develop this study: an in-depth review of the relevant literature, and data collection and analysis.

1.4 Research parameters

This research study will focus on one public library's CDP rather than multiple public libraries' CDPs. Both the second and third objectives, "Evaluate critically the purpose(s), scope and content of Hull Libraries' CDP" and "Analyse how the librarians formulated, administer and promote the CDP" suggests an in-depth study of one CDP. The research

may have lost focus by attempting to compare multiple CDPs to each other and the literature, as well as negatively impacting on the timetable, access and response rates.

1.5 Methodology

This research focuses on an in-depth study of inter-related objectives on CDPs, within a UK public library. This valuable research will provide a clearer understanding of the CDP's role in a practical working environment throughout its cycle of formulation, administration, review, feedback, revision and evaluation (see Figure 1.1.).

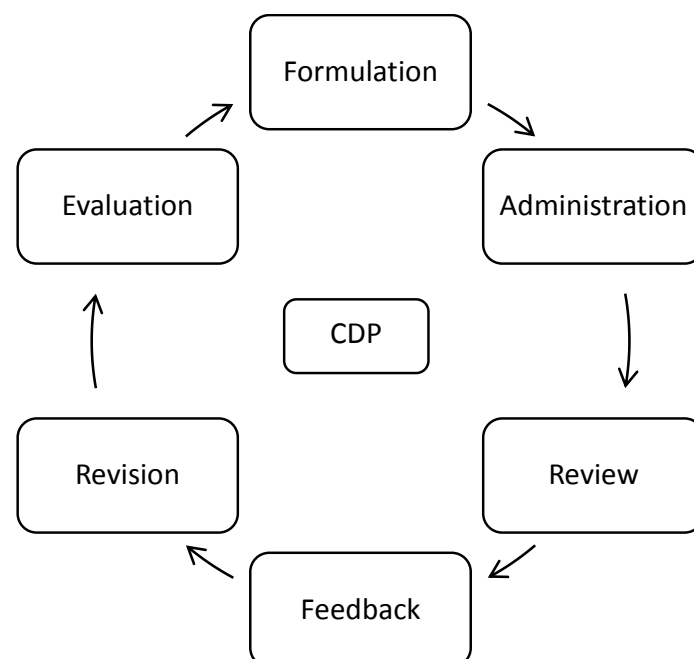


Figure 1.1. CDP life cycle

How a researcher chooses to investigate their aim and objectives has a fundamental impact on whether there is confidence in the study and findings. Choosing appropriate research strategies, design, data collection and analysis will contribute to the validity of research, whilst evidencing how the research was conducted will contribute to its reliability (Biggam, 2008, p. 99).

The research was undertaken within an ethical framework, the researcher adhering to: Aberystwyth University's Ethical Practice in Research policies ("Good research practice", 2014); DIS Ethics Policy for Research (Urquhart & Rogers, 2004); and the British Sociological Association's (BSA) Statement of Ethical Practice (BSA, 2002). These ethical principles informed the researcher's approaches towards participant protection, data protection, informed consent and objectivity.

The methodology section will indicate the literature review sources, before discussing and justifying the research strategy and design. The data collection methods, data analysis and limitations associated with the research study and its findings will be discussed.

1.5.1 Literature review

The literature review is a fundamental element of all research projects providing the background and context to develop the research study (Hart, 1998, p. 2). The literature review on CDPs identified themes which directly informed the research objectives, strategy, design, sampling, data collection and analysis. The literature review provided the foundation and context for all the objectives, the chosen methodology and dissertation's structure.

CDP topics and research methodology were searched in the literature to gain overviews and a detailed understanding. University library catalogue websites were first consulted for journal articles and books on collection development, collection management, and social science research topics, Aberystwyth University (<http://www.primo.ac.uk>, 2014) and University of Hull (<http://www.blacklight.hull.ac.uk>, 2014). Search techniques included locating specific items by author or subject, browsing similar class-marks and citation chaining, whilst search combinations were developed (see Table 1.1.).

Collection development	Collection building	Collection development policy or policies
Stock development	Stock policy or policies	Collection policy or policies
Collection evaluation	Collection review	Public library or libraries
Librarian or librarians	Deselection	Weeding
Developing collections	Acquisitions	

Table 1.1. Literature review search combinations

Abstracting services, such as Library and Information Science Abstracts (<http://www.proquest.com/products-services/lisa-set-c.html>, 2014) and Library, Information Science and Technology Abstracts (<http://www.ebscohost.com/academic/library-information-science-technology-abstracts-lista>, 2014), were searched for peer reviewed articles, reports and conference papers. The literature search began in the early stages of the research study and alerts were set up to periodically re-run the searches.

Professional body websites, including NAG, ALA and International Federation of Library Associations and Institutions (IFLA) provided valuable guidance on their understanding of a CDPs' purpose and scope, as discussed further in Chapter Two. An important source for objectives two and three, "Evaluate critically the purpose(s), scope and content of Hull Libraries' CDP" and "Analyse how the librarians formulated, administer and promote the CDP" was Hull Libraries' CDP (Appendix A: Hull Libraries' Stock Policy, 2013).

1.5.2 Primary study

The overall aim of this study is to research the nature and administration of Hull Libraries' CDP and assess its impact on collection development. Whether the research is qualitative, quantitative, or a mixture of both is dependent on the research strategy, the aims, objectives and data collection methods (Biggam, 2008, p. 88).

The Economic and Social Research Council (ESRC) defines qualitative methods as:

“geared more to focusing on the meaning of different aspects of peoples’ lives, and on their accounts of how they understand their own and others’ behaviour and beliefs. Qualitative research is used to explore and understand people’s beliefs, experiences, attitudes, behaviour and interactions. It often focuses on understanding particular examples in depth or over time.”
(ESRC, n.d., pp. 1-2)

Objectives two and three, “Evaluate critically the purpose(s), scope and content of Hull Libraries’ CDP” and “Analyse how the librarians formulated, administer and promote the CDP” suggest an in-depth study of how the librarians’ understand and administer the CDP. This recommends a qualitative research strategy rather than quantitative, which measures data, such as surveys, records or censuses, to describe entire societies, organisations or groups of individuals (ESRC, n.d., p. 4). However, qualitative research strategies can be too reliant on the researcher’s subjective interpretations of collected data based on personal relationships, making the study very difficult to replicate with a lack of generalisation and transparency (Bryman, 2012, pp. 405-406).

Hull Libraries is a suitable research site as a public library with practical experience of developing, revising and administering a CDP. The researcher has an existing relationship with Hull Libraries, and is already known to the gatekeepers and potential interviewees, contributing to establishing access and trust, considered important elements (Pickard, 2013, p. 89). Although the prior relationship will contribute to the research study’s completion within a suitable timescale, there are ethical considerations for the research, interviewees and the researcher, as the researcher is part of the study’s context. The researcher was mindful that the established relationship with both the organisation and participants would continue once the research study was completed and potentially adversely affect the study’s objectivity, introducing biased findings.

1.5.3 Research design

The research aim and objectives suggests a detailed study of a single organisation, which is a common feature of case studies (Bryman, 2012, p. 67). Yin asserts a case study is “an empirical inquiry that investigates a contemporary phenomenon (“the case”) in depth and within its real-world context, especially when the boundaries between phenomenon and context are not clearly evident” (2014, p. 16). A case study is a suitable research strategy to research a single organisation’s CDP, investigating the issues in-depth and exploring the librarians’ experiences and understanding. However, there are inherent difficulties establishing the validity and reliability in case studies, which may utilise a small and non-random sample. Any findings cannot be generalised to a larger population but are used instead to generate theories (Yin, 2014, p. 21).

Other research designs were considered for this study: historical research would have been suitable if the research aim focused on the evolution of Hull Libraries’ CDP, rather than the current version; longitudinal research would involve researching the CDP and then revisiting the study at a later date to explore any changes or continuities in the intervening time to compare and contrast findings. Neither of these options would have answered the aim and objectives or been practical for the available time and resources.

A case study research design will be employed for this research. Case studies often suggest a qualitative research strategy, as they frequently employ interview and observation data collection methods, which can provide rich and detailed data (Bryman, 2012, pp. 67-68). However, a case study approach will adversely impact on anonymity and confidentiality offered to both Hull Libraries and any participants. The researcher adhered to the ethical guidelines (see Section 1.4) and sought permission from Hull Libraries’ Assistant Head of Service, first informally through email, then with a formal letter (Appendix B) and Informed Consent Form (Appendix C). A meeting discussed concerns and consequences from participating and permission was granted to base the case study on Hull Libraries’ and to approach librarians for interviews. Each party retained a signed copy of the Informed Consent Form. The researcher was aware that

although the librarians could refuse to participate, they may feel under pressure to agree as the study has Hull Libraries' approval.

1.5.4 Data collection

It is essential the chosen data collection techniques are appropriate and practical for the study (Pickard, 2013, p. 191). One method used to strengthen a study's validity triangulates multiple data collection techniques and provides evidence of the processes (Yin, 2014, p. 102; Pickard, 2013, p. 21).

The research objectives signposted suitable data collection techniques. Both objectives two and three, "Evaluate critically the purpose(s), scope and content of Hull Libraries' CDP" and "Analyse how the librarians formulated, administer and promote the CDP" suggested two data collection sources: interviews with librarians to collect rich and detailed data (Appendix D); and Hull Libraries' CDP (Appendix A: Hull Libraries' Stock Policy, 2013). To protect the participants' confidentiality, any collected data and notes were kept on a password protected laptop and its back-up device, whilst physical copies were kept secure at the researcher's home.

1.5.4.1 Interviews

Interviews are an important data collection method for case studies (Yin, 2014, p. 110). The interview data needed for objectives two and three is detailed, descriptive and subjective, allowing the interviewees to discuss issues from their point of view and understanding. Pickard advises employing qualitative interviews when seeking this type of data, particularly when the data is too "complicated to be asked and answered easily" (2013, p. 196). A semi-structured interview gives the interviewer a framework of questions to ask and the interviewee to answer in their own words what they believe is important, whilst allowing the interviewer the flexibility to prompt and clarify meanings (Bryman, 2012, p. 471).

There are strengths and weaknesses associated with any data collection methods. Qualitative interviews allow an interviewer to ask questions on specific topics or issues that range over the past, present and future, whilst the interviewee can answer in their own words emphasising what is important to them (Bryman, 2012, p. 469), or discuss personal views including perceptions, attitudes and explain meanings (Yin, 2014, p. 106). However, the questions may be biased or poorly planned; the interviewee may answer what they think the interviewer wants to hear, rely on inaccurate memories (Yin, 2014, p. 106); or give answers that align with their organisation's view rather than their personal thoughts. The researcher needs to be aware interviews are a time consuming data collection method, which involves generating the questions, interviewing, transcribing and analysis (Bryman, 2012, p. 469).

1.5.4.2 Sampling

The sample size may be a compromise between the data needed and practical considerations, such as time and financial resources (Bryman, 2012, p. 197). A random sampling technique would not be suitable, as the population is Hull Libraries' librarians and are all known to the researcher. Pickard asserts there are individuals within any organisation who have in-depth knowledge about the phenomenon being researched, often described as key informants, whilst purposive sampling is a fundamental principle in qualitative case study research (2013, p. 104). Although it can gain rich, detailed data from interviewees, a researcher could overlook or be unaware of other valuable potential interviewees. When purposive sampling techniques are used to interview key informants, any findings cannot be generalised as it not known whether the chosen sample is representative of the population (Bryman, 2012, p. 201). However, case study findings are not intended to be generalised.

The researcher identified key informants through Hull Libraries' Stock Management Panel (SMP), composed of principal and senior librarians who are responsible for:

- Co-ordinating and monitoring the selection of stock
- Ensuring policy guidelines are upheld in the selection and management of stock on a citywide basis
- Monitoring and reviewing the stock policy and processes to maintain standards, quality of stock and ensure value for money
- Monitoring the budget allocated for stock acquisition

(Appendix A: Hull Libraries' Stock Policy, 2013, pp. 3-4)

Librarians A and B have experience and responsibilities for: public library collections; managing teams with collection development responsibilities; and liaising with external organisations connected to aspects of collection development. They would be ideally placed to provide knowledgeable, rich and detailed data. Interviewing a wider sample may have tested the organisation's goodwill, and negatively impacted on the research's timetable, whilst potentially providing limited new data. The researcher wrote to Librarians A and B asking whether they would consider participating in the study (Appendix E). They individually agreed to meet the researcher, who would also be interviewing, to understand their involvement and discuss any consequences if they choose to participate. The researcher emphasised the limits to anonymity and confidentiality available in a case study using purposive sampling. An Informed Consent Form (Appendix F) was read and signed, with each party retaining a copy, once the interviewees had sufficient time to consider their decision.

1.5.5 Pilot interview

Bryman advises completing a pilot study before interviewing the sample population (2012, p. 263). This provided a valuable opportunity to gauge whether the interview schedule (Appendix G), formulated from the literature review, was suitable to collect the required data. Piloting the interview also provided practical and technical experience in

conducting an interview, choosing a suitable room, timing, recording devices, transcribing and coding analysis.

The pilot interviewee was a colleague of the researcher, who works with a CDP. In accordance with an ethical framework the researcher wrote to the interviewee to seek their permission to participate in the pilot study (Appendix H) and provided an Informed Consent Form with further information (Appendix I). After agreeing, the Informed Consent Form was signed with each party retaining a copy. The interview was recorded, with permission, on a password protected laptop and used to pilot the content analysis but it does not form any part of the research findings. The pilot interviewee was unable to answer all the questions but felt the questions were in a logical sequence. The room originally chosen was not suitable as the telephone periodically rang, interrupting the interview and making both the interviewer and interviewee uncomfortable and self-conscious, which would obstruct gathering rich, detailed data.

1.5.5.1 Librarian interviews

An interview was scheduled with each participant at their convenience and workplace. About a week before the interviews, the interviewer gave the participants a copy of the interview schedule (Appendix G), and Hull Libraries' CDP (Appendix A: Hull Libraries Stock Policy, 2013). The interviews took place in small private room which was not overlooked by other staff and where any interruptions would be limited. Although previously agreed, the researcher again asked permission to record the interview on a password protected laptop, before reminding the interviewee of the right to refuse any questions, withdraw at any point or refer back to a question without giving a reason. Each interview lasted approximately 1 hour, and the researcher wrote notes throughout. The researcher began the manual transcription of the interviews later the same day.

1.5.6 Data analysis

The transcribed interviews produced large amounts of data to analyse for objectives two and three, “Evaluate critically the purpose(s), scope and content of Hull CDP” and “Analyse how the librarians formulated, administer and promote the CDP”. However, rich and detailed interview data can be challenging to analyse (Pickard, 2013, p. 205).

Manually transcribing encourages an initial engagement with the data, as potential categories and themes emerge from the data (Pickard, 2013, p. 201). Bryman proposes the most prevalent approach in qualitative data analysis is identifying themes in transcripts and documents (2012, p. 557). The data is interpreted and then used to generate a hypothesis (Pickard, 2013, p. 239).

The researcher developed an initial manual coding schedule from the themes and categories found in the interviews to interpret the transcripts (Appendix J) and Hull Libraries’ CDP (Appendix A: Hull Libraries’ Stock Policy, 2013). The coding schedule was compared and contrasted with themes found in the literature review and refined further (Appendix J). The coding schedule was checked for discrepancies or inconsistent categories by a colleague unconnected to the study. Once the transcripts had been coded the interviewees were given the opportunity to review their transcribed interviews with the codes. This encourages the interviewee to confirm or correct the researcher’s interpretations (Pickard, 2013, p. 91), which inform the study’s findings. Bryman identifies three layers of interpretation, where the interviewee interprets events and understanding for the interviewer who interprets their responses, all within the framework of the established literature, concepts and theories (2012, p. 31).

1.6 Dissertation structure

Hull Libraries’ CDP and interview data will be used to illustrate the CDP’s role and the participants’ understanding and experiences of their CDP in a work environment. This primary data will be compared and contrasted with the literature review themes.

Research study findings will be presented using quotations, tables and figures. The objectives suggested a thematic structure where each chapter will focus on specific aspects of the objectives before the conclusion chapter. Each chapter will incorporate a literature review, primary data and discussion, rather than a structure that evaluates the literature, methodology, results and discussion in sequential chapters. The following chapters will explore the following aspects of the research study objectives:

Chapter One: Introduction and methodology

This chapter will briefly introduce public library collections and CDPs and identify literature review sources. The literature review will develop the research study's aim and objectives, and identify the ethical framework for the research study. The methodology section will evaluate and justify the research strategy, design, data collection and analysis chosen to answer the aim and objectives, examining both the strengths and weaknesses associated with those methods.

Chapter Two: Purpose and scope

This chapter will examine the importance of a library's collection to their purpose, and evaluate the impact of collection development on public libraries and their communities. Identifying how the literature understands CDPs' purposes and scope will provide the background and context to compare and contrast how Hull Libraries' CDP and the interviewees view their experiences of the CDP's purposes and scope. It will evaluate how the purposes may alter depending on the CDP's audience or user. This chapter will examine the CDP components Hull Libraries has chosen to include or omit from their CDP's scope, again comparing and contrasting this with the literature.

Chapter Three: Content

This chapter will identify ALA, IFLA and NAG CDP models available and the components recommended in the literature to compare and contrast Hull Libraries' CDP.

It will critically evaluate Hull Libraries' CDP content using collection life cycle stages, such as selection, maintenance, deselection, and the approaches to organisational overview, censorship, collection evaluation, accountability and budget. It will discuss how the purpose(s), scope and audiences may affect the content.

Chapter Four: Formulation, administration and evaluation

This chapter will analyse how Hull Libraries' CDP is formulated, administered and evaluated within the organisation and how that may affect its adoption and implementation by Hull Libraries' staff. The literature review will provide the context on how a CDP's structure, detail, administration, revisions and audiences may impact on its usage, readability and relevancy to compare and contrast with Hull Libraries' experiences and evaluations. This chapter will also examine how Hull Libraries' CDP is promoted and accessed by both its internal and external audiences, before critically evaluating the CDP.

Chapter Five: Conclusion

This chapter will revisit the research study's aim and objectives and provide a summary of the findings from the preceding chapters, which will form the basis for the conclusions. The methodology will be briefly discussed with reflections on the research study process and its effect on the findings' reliability, validity, and transferability.

Chapter Six: References

This chapter contains an alphabetical listing of the sources referred to and consulted in this study. The Harvard APA system of referencing is used.

Chapter Seven: Bibliography

This chapter contains an alphabetical listing of the sources consulted in this study but not referenced. The Harvard APA system of referencing is used.

Appendices

The appendices provide supplementary material referred to in the main body of the dissertation.

Chapter Two: Purpose and scope

2.1 Introduction

Planning and building a collection that is responsive to its communities' needs is a fundamental activity for public libraries yet can be time consuming and challenging. How a public library approaches its collection development and manages its collection both throughout its organisation and over the long-term can affect the collection and its responsiveness to users. A CDP may be used by public libraries as part of their collection development and management, although how an organisation interprets its CDP may affect their understanding of the CDP's purposes and scope.

This chapter will critically evaluate the literature on a CDP's purposes and scope, contributing to objective one, "Discuss the potential purposes, scope and content of a CDP". This will provide the context and identify potential purposes and scope for the second objective, "Evaluate critically the purpose(s), scope and content of Hull Libraries' CDP". The librarians' interviews (Appendix D), will provide the rich data to analyse how they understand the purpose(s) and scope of their CDP in a working environment for the third objective, "Analyse how the librarians formulated, administer and promote the CDP". This will contribute to the overall aim of this research, namely to study the nature and administration of Hull Libraries' CDP and assess its impact on collection development.

2.2 Library collections

NAG describe the development, maintenance and management of a high standard collection as a fundamental activity for UK public libraries, acquired in an efficient and professional manner that is responsive to its community needs (Hogarth et al., 2010, p. 2). Hull Libraries' CDP understands and promotes the importance of providing "a well-balanced stock appropriate to community needs" (Appendix A: Hull Libraries' Stock Policy, 2013, p. 1). Public library collections are aimed at all ages, from babies to senior

citizens, and can comprise a wide range of subjects in a variety of formats or materials (see Table 2.1).

Fiction	Non-fiction	Graphic novels	Picture books
Sheet music	Magazines	Maps	Reference
Large print	CD audiobooks	MP3 audiobooks	Music CDs
Music downloads	E-books	DVDs	Foreign languages
Electronic resources			

Table 2.1. Public library collection materials

How a public library develops and manages its collections may affect whether the overall or sub-collections continually evolve or remain static, are accessible or require staff to retrieve items, and contain current or dated items.

2.2.1 Communities' information needs

Understanding users and non-users' informational needs in a heterogeneous community can be a proactive and challenging task for library staff, requiring complex and changing data. Their needs might not be easily understood, even by themselves, or they might not be aware that the library has the information they require (Clayton & Gorman, 2001, p. 4). Although a public library service may aim to provide a comprehensive collection for their communities, Dorner argues it became apparent by the early 1980s that space and financial constraints would mean libraries could not collect everything (2000, p. 31). This tension between balancing what is appropriate to collect, and in what quantity continues today for librarians (Johnson, 2009, p. 24).

2.3 Collection development and management

The ALA defines collection development as "The process of planning, building, and maintaining a library's information resources in a cost-effective and user-relevant manner." (Anderson & ALA, 1996, pp. 27-28). Evaluating the collection and how well it meets its users' needs, and systematically reviewing whether items should be kept,

preserved, stored or deselected are also aspects of collection development (Hogarth et al., 2010, p. 3). However, the terms 'collection development' and 'collection management' can be confused or used interchangeably in the literature (Ameen, 2006). This might be partly because of their overlapping responsibilities and practices although collection development is a subsection of collection management (Clayton & Gorman, 2001, pp. 17-18). Collection management has a broader organisational overview, which Cogswell defines as "the systematic management of the planning, composition, funding, evaluation, and use of library collections over extended periods of time, in order to meet specific institutional objectives." (1987). Ameen describes another approach found in the literature where the terms are used together, i.e. collection development and management, rather than clearly defining the two concepts (2006), an approach Hull Libraries' CDP adopts (Appendix A: Hull Libraries' Stock Policy, 2013).

2.3.1 Collection development policies

One response to developing a collection that meets its users' needs is a systematic plan (Clayton & Gorman, 2001, p. xii), which evaluates and balances any collection strengths and weaknesses in a timely and cost-efficient manner (Evans & Saponaro, 2005, p. 50). Professional bodies, such as the ALA (Anderson & ALA, 1996, p. 1), NAG (Hogarth et al., 2010, p. 2), IFLA (Biblarz, Tarin, Vickery, Bakker, & IFLA, 2001, p. 2), and CILIP (CILIP, 2014) all promote the use of CDPs in libraries. CDPs may also be known as collection development plans, collection statements or selection policies (Johnson, 2009, p. 72), and the terms can be interchangeable in the literature (Evans & Saponaro, 2005, pp. 49-50). Hull Libraries CDP is titled "Hull Libraries' Stock Policy" (Appendix A: Hull Libraries' Stock Policy, 2013, p. 1).

Although Snow (1996) argues otherwise, there is a broad consensus about a CDP's definition, purposes and scope within the literature (Pickett, Stephens, Kimball, Ramirez, Thornton, & Burford, 2011). Whilst the contents may vary, a CDP's broad characteristics are a systematic approach to collection development (Ameen, 2006; White & Crawford, 1997), which explains its goals and functions (Ameen, 2006; Pickett et al., 2011;

Mangrum & Pozzebon, 2012), how it meets users' needs (Agee, 2005; Detmering & Sproles, 2012), and is communicated in a written document (Vickery, 2004; Johnson, 2009, p. 74). The "essence" of a CDP explains and justifies a library's decisions on how it selects, what it acquires, what is preserved and what is to be deselected (Clayton & Gorman, 2001, pp. 18-19). Librarian A broadly agrees but also would include stock promotion and collection queries in collection development, as Hull Libraries' CDP is meant to provide:

"... background information about ... how we do our selections, how we should be discarding, how we should be making best use of promoting our stock, and also to answer ... some of the thorny issues that we sometimes come across." (Librarian A)

2.4 Purpose

A CDP's purpose(s) may depend on how the library has adapted a CDP for their organisation, who is using it, and why they are using it. A library may have a clear intention of their CDP's purpose(s) and explicitly state it within the policy. However, the CDP's audiences can include staff, parent organisations, public, library users and partner organisations. This diverse range of stakeholders, with their different expectations may need it to serve purposes that were not stated or originally intended by the library.

2.4.1 Guidance

Johnson asserts that all CDP purposes belong to just two groups: to inform and to protect (2009, p. 73). Hull Libraries' CDP clearly states its intended purpose at the beginning of the policy, "Purpose: This policy is to set out the *guidance* [researcher's italics] for selection, maintenance, management and promotion of stock in Hull City Council Library Service." (Appendix A: Hull Libraries' Stock Policy, 2013, p. 1).

Both the interviewees agreed, believing that guidance was one of the main purposes of the CDP:

“The main purpose is that it’s the document that sets out what Hull Libraries intends to do about its collection management ... we’ve got the document that pulls together what we are doing and gives us that framework when we are working.” (Librarian B)

A CDP can be an important tool, providing active guidance that co-ordinates actions that supports a library’s aims and objectives (Corrigan, 2005). Creating a framework and guidance for a CDP can encourage a library to clarify its plans to develop and manage its collection, although this does not ensure the guidance is embedded in work practices.

2.4.2 Informing

However, creating guidance or a framework to develop and manage the collection has limited value if it not communicated to its potential audiences. Having a written document that can be easily read, copied and disseminated by the library to potential audiences will aid its communication. A CDP should be used as a means of communication to both its community and funding body (Evans & Saponaro, 2005, p. 50). The IFLA proposes a CDP can be a contract between a library, users and the wider community, demonstrating the services and types of collections the library will provide (Biblarz et al., 2001, p. 3), albeit an evolving contract rather than a final and definitive version (Clayton & Gorman, 2001, p. 19). However, a library’s success at informing its audiences of the CDP’s scope and contents will be affected by how widely and effectively the CDP is promoted and communicated.

2.4.3 Audience

The intended purpose of Hull Libraries’ CDP is to provide guidance to audiences that are internal and external to the organisation. External audiences may include users, parent organisations (Clayton & Gorman, 2001, p. xii), or other libraries (Johnson, 2009, p. 77).

Librarian A acknowledges these internal and external audiences:

"It's meant to be guidance for staff ... But also on the other side it needs to be there for guidance or information for the public, also for our councillors, our stakeholders, ... our partner organisations ... to provide that information to the public." (Librarian A)

Hull Libraries' CDP stated purpose to provide guidance is not limited to staff, an internal audience. The wider audiences are reflected in Hull Libraries' CDP as one intended outcome is to provide the community, an external audience, with the context and criteria for the decisions and processes used to develop and manage the collection, whilst another outcome emphasises its alignment with and support of its parent organisations (Appendix A: Hull Libraries' Stock Policy, 2013, pp. 1-2). However, although these audiences are considered and acknowledged within the CDP, it does not necessarily affect whether the CDP is promoted, or how successfully, to any of these audiences, internal and external.

2.4.4 Protection

Communicating the guidance, criteria and framework used for collection development and management decisions also contributes to the second group of purposes highlighted by Johnson (2009, p. 73). Protection is not stated explicitly as a purpose within Hull Libraries' CDP but it can potentially provide protection for the staff, the community, library users, and the parent organisations. Detailing the guidance and framework for staff decisions provides the justification and protection for those decisions as they support the library's policies:

"We have a justification for saying that ... we can say this is our policy, this is how we do it." (Librarian A)

"And it can be used as well as justification for the decisions that are made that our customers want to disagree with." (Librarian B)

This protection and justification is strengthened because it has been backed by a formal policy, adopted and promoted by the library, whilst an informal or inconsistent approach would not provide this level of protection and justification (Wood & Hoffman, 1996, p.

6). The CDP also provides protection for the community by clearly explaining the standards and guidelines the library expects its staff to adhere to and operate within. It gives the community an understanding of the formats, subject coverage and the criteria for the decisions made during the collection life cycle.

The criteria and guidance for which items can be considered for inclusion and exclusion in the collection also protects both intellectual freedom and censorship within the collection, declared as one of the most important aspects of a CPD (Mangrum & Pozzebon, 2012). NAG advises that the CDP does this in several ways, which include users' freedom to choose their material, protecting access to published material and promoting a neutral, unbiased approach by librarians (Hogarth et al., 2010, p. 2). Hull Libraries' CDP affirms its commitment to intellectual freedom in two separate sections, within the "General Principles" section (Appendix A: Hull Libraries' Stock Policy, 2013, p. 2), where it states the CILIP statement on censorship, and in the "Censorship" section (Appendix A: Hull Libraries' Stock Policy, 2013, p. 7), where it discusses the criteria for decisions regarding controversial items.

2.4.5 Political

As part of a public library service for a council authority, Hull Libraries has to operate within the policies of the elected councillors, council management, other council departments and the UK legal obligations from government. Hull Libraries' CDP identifies these links and communicates its support of the parent organisations through the intended outcome "To ensure the library stock supports Council priorities and agendas to meet Government targets, local community needs and aspirations." (Appendix A: Hull Libraries' Stock Policy, 2013, p. 2). This strategic support of the parent organisations' aims and objectives provides another level of protection and justification to those organisations whose political support and funding can have an important impact on the library, and its collections and services (Wood & Hoffman, 1996, p. 46).

2.4.6 Accountability

Another aspect of being a publicly funded service is accountability, and Friend argues that accountability in collection management has increased in importance, whilst the perceptions of accountability are as equally important (2000, p. 49). The CDP demonstrates accountability as a purpose through its openness when describing the criteria and procedures for decision making and by clearly identifying where collection development responsibilities lie:

“And it also covers ... who is going to take responsibility for the decisions to buy and to get rid of materials in the collections.” (Librarian B)

Hull Libraries’ CDP also identifies who is ultimately responsible for “... managing the stock budget and stock policy”, this is the Assistant Head of Service within the “Responsibility and Decision Making” section (Appendix A: Hull Libraries’ Stock Policy, 2013, pp. 3-4).

Financial accountability and justifiable expenditure are also important aspects of collection development and management for libraries (Clayton & Gorman, 2001, p. 18), as the majority of public library funding is received through local and national taxation (Hogarth et al., 2010, p. 5). Hull Libraries’ CDP does not discuss its budget, either income or expenditure, in any detailed terms. However, it does reiterate its commitment to financial efficiencies during the collection life cycle from selection where “value for money [is a] key consideration.” (Appendix A: Hull Libraries’ Stock Policy, 2013, p. 5). These efficiencies continue into the acquisition process with a joint “formal tendering process” (Appendix A: Hull Libraries’ Stock Policy, 2013, p. 4) as part of the Yorkshire Book Consortium. Once material is part of the collection, it rotates across the library locations to increase choice and achieve “the best value for money from stock items.” (Appendix A: Hull Libraries’ Stock Policy, 2013, p. 9) and finally when material is deselected it can be sold to “maximise income” (Appendix A: Hull Libraries’ Stock Policy, 2013, p. 10). It also considers efficiencies in staff time as “staff involvement in stock selection must be time and cost effective.” (Appendix A: Hull Libraries’ Stock Policy, 2013, p. 4). Demonstrating that Hull Libraries recognises, considers and implements

named responsibilities, financial, procedural and staff time efficiencies communicates to the organisation and its stakeholders its accountability, and provides another level of protection and justification.

2.4.7 Planning

A public library service is established to serve the information needs of its community and planning is an important component to achieving that aim. Once a library has planned and formed a strategy, it can identify the activities needed to achieve its aims (Biblarz et al., 2001, p. 2), such as collection development and management. A CDP provides a systematic and strategic framework to balance the community's diverse needs and expectations within its budget for staff and materials (Hogarth et al., 2010, p. 2). Understanding and planning for that balance may be instrumental in providing consistent, clear and relevant CDP guidance for the staff to interpret and embed into work practices:

"... its always had that role of being the defining document for the decisions that we make."
(Librarian B)

The planning purpose of a CDP through a systematic and formal framework demonstrates to its staff, parent organisations and community how it plans to achieve the library's aims, contributing to the two main groups of purposes: inform and protect.

2.4.8 Consistency and continuity

Changing staff or individual staff approaches and bias can cause inconsistent standards and decisions or loss of organisational memory in a library (Picket et al., 2011). Hull Libraries' CDP attempts to minimise this by providing criteria and framework to aid collection development and management decision making:

"... selecting stock isn't easy, it's not always cut and dried and it can help us when we're doing that selection ... and see what we should and shouldn't be considering and what things we might want to take into account. Not just for selection but when we are discarding as well. It just means that there's

no need to keep on reinventing the wheel in terms of thinking about certain stuff. It doesn't give you all the answers but it is something that can be used as a tool in that respect."

(Librarian B)

By formally documenting the criteria for decision making, a CDP can provide control and consistency for existing staff and to train librarians (Johnson, 2009, pp. 74-75). It can also bring clarity and consistency to procedures across multiple library locations and minimise uneven collection development and management. However, the guidance still needs to be interpreted and the CDP does not provide a definitive answer to every query.

2.4.9 Hull Libraries' CDP purposes

There can be many different CDP audiences and purposes, whether they are stated explicitly or not, and the purposes may both inform and protect (see Figure 2.1.).

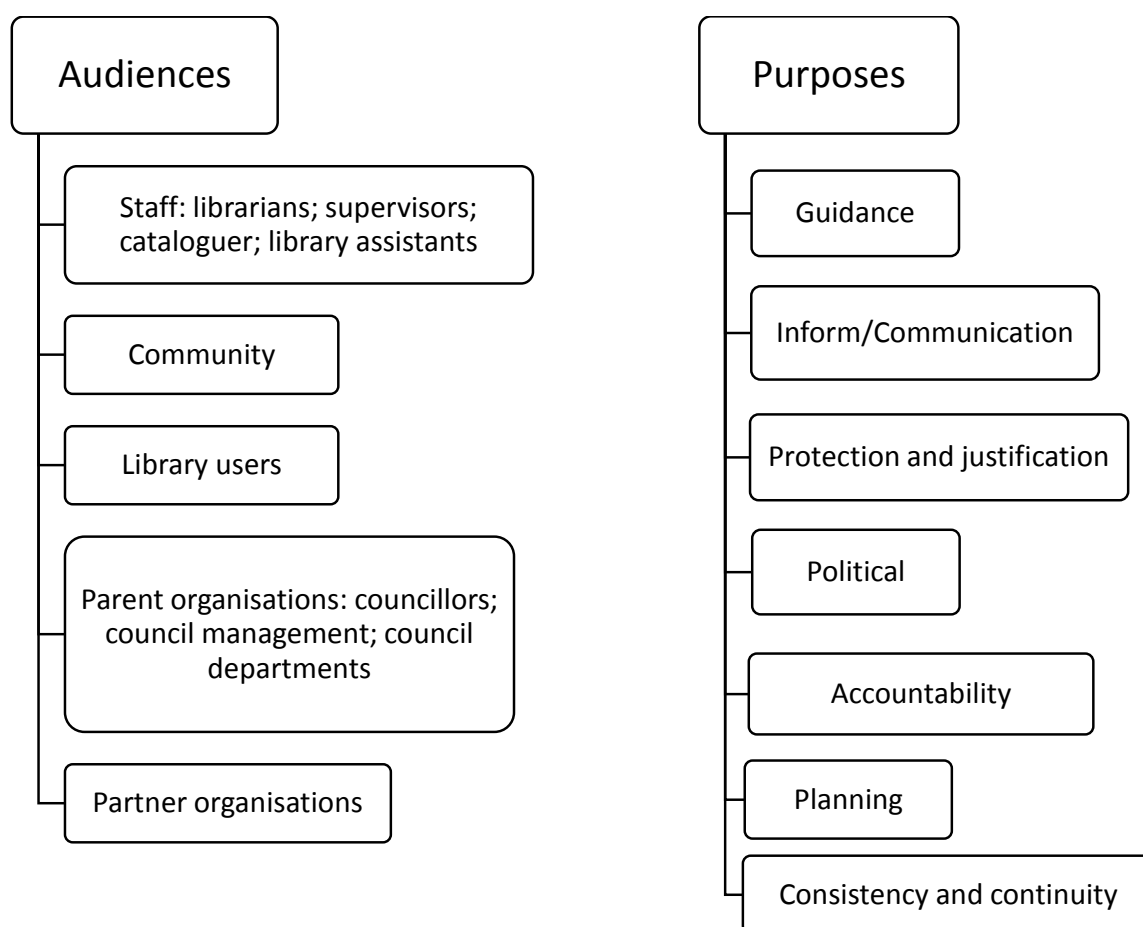


Figure 2.1. Hull Libraries' CDP audiences and purposes

They can be affected by how the organisation has interpreted a CDP's role, how it identifies, plans and justifies the activities, processes and standards for its collection development and management. It depends on the CDP's audiences, their needs and expectations, whether they are internal or external and how they use it. It can also demonstrate to those audiences that the library has considered its activities as part of a larger organisation and is committed to openness, clarity and efficiencies in its decisions and procedures. However, having a CDP it does not ensure that it is a systematic or considered CDP, which is embedded in work practices or supported by the staff.

2.5 Scope

A CDP's scope, which focuses on areas of collection development and management, can also be affected by the organisation's interpretation and implementation of a CDP. However, a library does not have to develop a CDP wholly in-house as professional bodies provide templates, models, advice or training sessions, including ALA (Anderson & ALA, 1996, p. 1), IFLA (Biblarz et al., 2001, p. 2), NAG (Hogarth et al., 2010, p. 2), and CILIP (CILIP, 2014). Examining and reviewing the available models and templates could prompt discussions and a critical evaluation within a library about the purposes, scope, structure and format needed for their organisation. The models and templates can encourage a library to develop their CDP in a systematic and planned manner to ensure relevant areas are not omitted in error, and it reflects their legal obligations and circumstances.

2.5.1 CDP components

When a library develops its CDP, Evans and Saponaro assert that it should include three broad elements. It should provide the context with an overview of the organisation, collection, community, and users before evaluating the existing collection's subject areas and formats, selection aids and staff responsibilities and then lastly, covering "miscellaneous" issues such as deselection and donations (2005, p. 53). This perspective places more emphasis on existing material and acquisitions from official suppliers rather than withdrawing stock from the collection, or donated items, both of which can be contentious issues.

Frank and Hoffman critically evaluated the literature on which components should be included and identified the following ones they believed were necessary to produce a balanced CDP:

- | | |
|--|------------------------------------|
| • Purpose statement | • Services |
| • Background information of community and organisation | • Selection aids |
| • Responsibility for collection development | • Copyright |
| • Mission, goals and objectives | • Intellectual freedom |
| • Target audiences | • Acquisitions |
| • Budget and funding | • Gifts, exchanges |
| • Evaluation criteria | • Collection maintenance |
| • Collection formats | • Weeding |
| • Government publications | • Collection evaluation |
| • Specific resource groups | • Policy revision |
| • Special collections | • Definition of terms and glossary |
| • Resource sharing | • Bibliography |
| | • Appendices |

(as cited in Johnson, 2009, pp. 77-78)

Figure 2.2. CDP components

However, there may be components that a library does not want or need to suit its circumstances. Johnson recognises that to try and force all the components into a CDP when they are not required could be unnecessary or detrimental to the CDP's subsequent adoption and use (2009, p. 78). Libraries may choose to emphasise or omit certain components suggested in the literature to produce a CDP that suits their circumstances, needs and context.

2.5.2 Hull Libraries' CDP scope

The scope of Hull Libraries' CDP focuses on the issues and activities surrounding its collection development and management. It provides the legal framework, context and criteria for the collection development decisions throughout the collection life cycle.

Criteria and guidance are provided for each stage, whether it's the decisions to select, acquire, maintain and promote current collection material, or whether it should be kept, stored, replaced or withdrawn (see Figure 2.3.). It also provides criteria and guidance for material that is not obtained through official suppliers but direct from individuals and publishers, such as donations and non-solicited material.

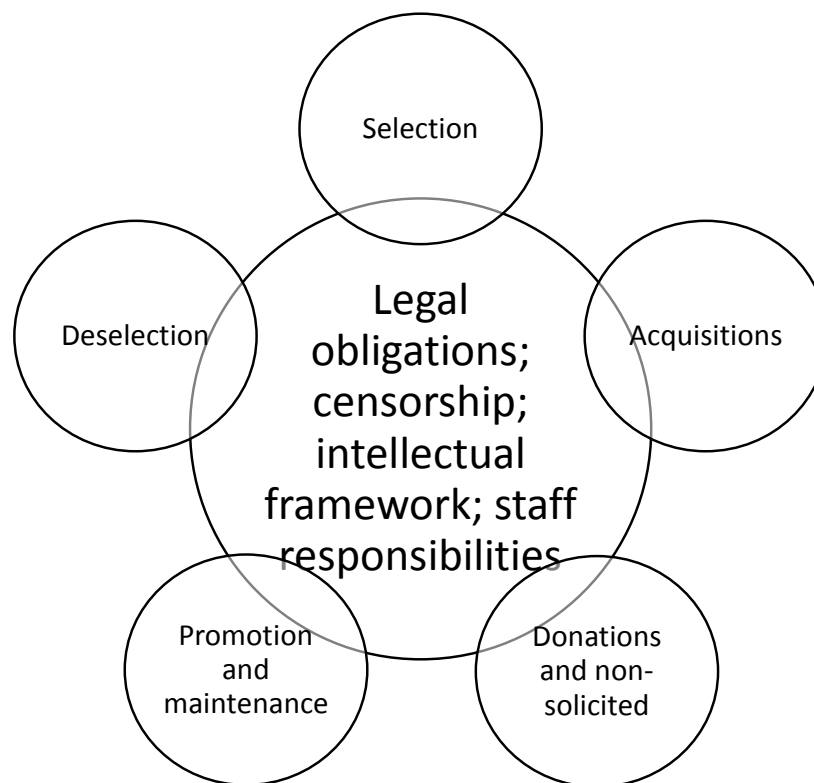


Figure 2.3. Collection life cycle: criteria and guidance

Librarian B describes Hull Libraries CDP's scope as:

"... what Hull Libraries intends to do about its collection management. ... It sets out the main headings that affect stock from the decision to purchase it and add it to the collections, to what happens to it while it's part of the collections and all the way through to how we dispose of it at the end of its time with us and the decisions we might make about that. And it also covers the legal aspects, censorship and what we might do about donations and non-solicited materials and who is going to take responsibility for the decisions to buy and get rid of materials in the collections." (Librarian B)

2.5.3 Hull Libraries' CDP components

Hull Libraries' CDP has chosen to include the components which suit their circumstances and the CDP's purposes. Its components or headings are: general principles; legal obligations; responsibility and decision making; selection guidance; selection criteria; donations; censorship; stock maintenance and management; presentation; rotation; stock editing; promotion; disposal of stock; monitoring and reviewing (Appendix A: Hull Libraries' Stock Policy, 2013, p. 1). Although the policy's purpose and intended outcomes are not listed under these headings they are included in the policy and placed prominently on the first page (Appendix A: Hull Libraries' Stock Policy, 2013, p. 1). There is overlap with the compiled list of components (see Figure 2.2.) but as Hull Libraries has developed their own CDP version there are both additional and omitted components.

2.5.4 Additional components

Legal obligations is one area that Hull Libraries has expanded and its commitment to intellectual freedom forms part of the "General Principles" component (Appendix A: Hull Libraries' Stock Policy, 2013, p. 2). As a UK public service, Hull Libraries operates within a UK legislative framework and this is detailed under a separate heading, "Legal Obligations" (Appendix A: Hull Libraries' Stock Policy, 2013, p. 3), and includes legislation about public libraries, censorship, copyright and equality. It has also chosen to have a separate section on censorship, clearly stating the criteria for controversial items to be acquired, remain or be removed from the collection (Appendix A: Hull Libraries' Stock Policy, 2013, p. 7). This both informs the staff, parent organisations and community of the legal framework and protects the staff's decisions, the collection and its access, whilst reducing bias and inconsistent standards and decisions.

Although selection and acquisition are important aspects of the collection, Hull Libraries' CDP has placed equal focus on other stages in the collection life cycle. These components include methods to promote material, which links the collection to providing value for money, widening users' choice and access as stock is rotated around the library locations. Guidance and criteria are provided when material may not

displayed on the public shelves because of its condition, age, currency or available quantity, whilst preserving the overall depth, scope and quality of the collection and consortia agreements. Non-solicited material is an additional component Hull Libraries has included, and covers both donations and items sent in by authors or publishers which are available for purchase. By providing guidance and criteria, Hull Libraries is protecting and justifying consistent decisions. Librarian B believes this CDP version has been expanded from a selection and acquisition policy to a collection life cycle:

“In the past I think it’s fair to say that stock policies didn’t necessarily look through the whole life of the stock ... and was largely selection policy, rather than a kind of collection life-time policy.” (Librarian B)

2.5.5 Omitted components

There are several components that Hull Libraries has chosen not to incorporate into its CDP, though they may be part of other library policies. The mission statement and organisational overview components, both deemed important by ALA (Anderson & ALA, 1996, p. 6), IFLA (Biblarz et al., 2001, p. 2), NAG (Hogarth et al., 2010, p. 12), are not included. Hull Libraries’ CDP focus is limited to providing “guidance for selection, maintenance, management and promotion of stock in Hull City Council Library Service.” (Appendix A: Hull Libraries’ Stock Policy, 2013, p. 1), though this information may be part of other policies and strategies. However, the CDP does identify its intended outcomes for both the CDP and collection development, which are linked to council priorities, increased library usage and satisfaction (Appendix A: Hull Libraries’ Stock Policy, 2013, pp. 1-2).

Another component that is not part of Hull Libraries’ CDP is any detailed guidance or criteria on its budget and stock allocations. Budget and funding is mentioned in the context of providing value for money, efficiencies and who has overall budgetary responsibility.

However, funding allocations are proportioned through their purchasing plans rather than its CDP:

“... the stock policy isn’t too precise how much we will allocate to this because that does change according to our usage and, people’s needs change. ... So we might vary the plans depending on what it is that looks as if people are using but that’s not linked directly to the stock policy.”

(Librarian A)

This may contribute to the CDP’s flexibility, and allow the overall collection to adapt to changing usage without having to review and revise the CDP each time the budget or allocations are altered.

Another omission from this CDP is collection evaluation as there is no discussion, criteria, guidance or procedures for evaluating the entire collection across all the library locations. Vickery (2004) acknowledges that whilst this is an essential component of a CDP, it is also very time-consuming and difficult. However, Hull Libraries’ CDP does evaluate individual items by location as part of its “Stock editing” heading, where it will “review the condition, range, and currency of the stock as a whole at a service point.” (Appendix A: Hull Libraries’ Stock Policy, 2013, p. 9).

2.5.6 Other policies

A CDP may be part of a larger framework of policies that an organisation uses to plan, document and communicate its strategy and work practices. NAG advises the collection and its objectives exist to support the library’s strategy and a CDP should link to other policies, particularly its strategy (Hogarth et al., 2010, p. 2). Hull Libraries has other policies, consortium agreements and procedures, which are either a higher level, parallel or a lower level policies than the CDP. Hull Libraries’ provides the context and places its CDP within the larger framework of policies as part of the “General Principles” section (Appendix A: Hull Libraries’ Stock Policy, 2013, p. 2). These policies includes its strategy, Yorkshire Book Consortium, selection and disposal procedures (Appendix A: Hull Libraries’ Stock Policy, 2013, p. 2).

Librarian B describes their understanding of how the different policies and procedures fit into each other:

“The Hull Libraries’ Strategy is a higher level document ... the stock policy kind of supports the library strategy in terms of what library services are going to do. But within the libraries strategy the collections management is just one really small aspect of that strategy because the main part of the strategy is ... looking at the way we are going to develop forward and while the collections management might be part of that its kind of broader than that. The stock policy is a little bit more earthbound and then the procedures are even more earthbound. That’s how I would think of it, someone else might view it quite differently.”

(Librarian B)

Although each of these policies and procedures may serve a specific focus and audience, together they form the strategy, operational aims and work practices.

2.6 Conclusion

A public library’s collection is fundamental to achieving its strategic objectives and a CDP can be an important tool in developing and managing a collection responsive to its community’s needs, whilst acknowledging the inherent conflictions between diverse heterogeneous community needs, budget and storage restrictions. This chapter has critically evaluated the professional literature contributing to the first objective “Discuss the potential purposes, scope and content of a CDP” and provided the context to critically examine Hull Libraries’ CDP for the second objective “Evaluate critically the purpose(s), scope and content of Hull Libraries’ CDP”. The librarians’ interviews provided the rich data for the third objective, “Analyse how the librarians formulated, administer and promote the CDP”.

Hull Libraries’ CDP has a wide range of audiences which is reflected in its purposes. The CDP informs and communicates to its audiences in a transparent and accountable

manner how decisions that affect the collection are made. This helps to protect and justify staff decisions, while protecting the scope, depth and access of the overall collection for the community, reducing bias and inconsistency. Hull Libraries' have developed a CDP scope that focuses on aspects of its collection development and management, particularly its legal obligations and collection lifecycle, and is part of a larger policy framework. However, it has omitted components the literature advises should be included, such as an organisational overview and collection evaluation. Whilst having a clear understanding of the purpose and scope of a library's CDP is important, whether the CDP has been embedded in work practices is not certain and may rely on other factors, such as its content which is evaluated in the next chapter.

Chapter Three: Content

3.1 Introduction

Even when a library has a CDP, its impact on collection development and management can vary. How a library interprets a CDP, the content it chooses, and their awareness of the internal and external audiences can all affect its usability, readability and relevancy. This contributes to whether its standards and guidance are embedded in work practices. When a CDP has a diverse range of internal and external audiences, it can be a challenge for the content to support their varied needs.

This chapter will focus the final part of the first two objectives, “Discuss the potential purposes, scope and content of a CDP”, and “Evaluate critically the purpose(s), scope and content of Hull Libraries’ CDP”. Comparing and contrasting the models developed by the professional bodies will evaluate Hull Libraries’ CDP content, and a literature review will provide additional context. Primary data from the librarians’ interviews will demonstrate how they view the content in a work environment, contributing towards objective three, “Analyse how the librarians formulated, administer and promote the CDP.” These objectives all form part of the study’s overall aim, to research the nature and administration of Hull Libraries’ CDP and assess its impact on collection development.

3.2 Professional bodies models

The ALA, IFLA, and NAG professional bodies all produce models to guide libraries developing and writing a CDP, including a sample layout of recommended components (see Table 3.1.), developing professional standards across library organisations.

ALA	IFLA	NAG
<ul style="list-style-type: none"> • Introduction: mission statement; aims; policy purpose; library and user groups description; intellectual freedom; censorship; overview of collections and library locations; staff responsibilities; user group liaison; budget; funding allocation; selection; deselection; access; storage; consortia • Collection formats; special collections; languages; children's; reference; acquisition procedures; gifts • Collection evaluation: conspectus or narrative approach • Special collections evaluation • Collection levels by subject • Languages • Index • Appendixes 	<ul style="list-style-type: none"> • Introduction: mission statement; policy purpose; audience; library and user groups description; specific programmes; collection size; e-resources; languages; budget; funding allocation; consortia • Collection formats; languages; current acquisition policies; other funding (grants or gifts); gifts; deselection; preservation; complaints procedure; intellectual freedom; censorship; items or subjects outside the collection remit • Collection evaluation: narrative approach; special collection; scope of coverage; staff responsibilities; consortia; access • Collection evaluation: conspectus approach • Collection evaluation methods • Collection levels by subject • Languages • Timetable and review 	<ul style="list-style-type: none"> • Legislative framework • Corporate mission statement • Corporate policies and priorities • Organisation mission statement • Organisation objectives • Collection objectives • Controversial stock • Community and customer profile • Collection management: balancing collection formats; stock performance; stock audit • Acquisition criteria; consortia; budget; funding allocation; capital and resource funding; income generation • Selection criteria: scope; purpose; access; format • Management and maintenance: access; promotion; rotation; deselection; preservation; storage; gifts; donations; library catalogue; security • Staff and training • Appendixes

(Anderson & ALA, 1996, pp. 6-12; Biblarz et al., 2001, pp. 3-6; Hogarth et al., 2010, pp. 11-17)

Table 3.1. ALA, IFLA and NAG CDP models

These models have broad commonalities: an organisational and community overview; the collection's aims and objectives; a collection overview, including its formats and scope; censorship; intellectual freedom; selection, acquisition and deselection criteria (see Table 3.1.). Unlike NAG, the ALA and IFLA models emphasise collection evaluation, as other components form part of the introduction (see Table 3.1.). However, repeat collection evaluations would be required as subject area depths and formats may change when material is added and withdrawn for the CDP to remain current.

The NAG model is the only one aimed at public libraries operating under UK legislation, its first component (see Table 3.1.), and was developed with CILIP and the MLA (Hogarth et al., 2010, title page). It emphasises demonstrating how a collection meets the library's objectives and is the only model which recommends evaluating the collection's performance evidentially (see Table 3.1.). Whichever model a library uses, the CDP is a formal and documented expression of the library's approach to collection and development. However, a CDP's usage, relevancy and readability may be affected by the content and the included or omitted components.

3.3 Hull Libraries' CDP components

Hull Libraries' CDP components closely follows the NAG model, whose guidance is relevant to Hull Libraries' circumstances and legal context, and is endorsed by CILIP, the UK professional body and MLA, the public body who oversaw public libraries at the time of publication. Hull Libraries' CDP formally documents its approach to collection development and management, with the following components:

- General principles
- Legal obligations
- Responsibility and decision making
- Selection guidance
- Selection criteria
- Donations

- Censorship
- Stock maintenance and management
- Presentation
- Rotation
- Stock Editing
- Promotion
- Disposal of stock
- Monitoring and Review

(Appendix A: Hull Libraries' Stock Policy, 2013, p. 1)

Figure 3.1. Hull Libraries' CDP components

Whilst Hull Libraries' CDP has strong similarities to the NAG model (see Table 3.1.), it has not duplicated all the components or their sequence. Whilst NAG recommends including components, it also accepts that public library approaches may vary and their CDPs' should reflect their priorities and strategies (Hogarth et al., 2010, pp. 2-3).

3.4 Organisational and community overview

All three models recommend incorporating an organisational and community overview (see Table 3.1.). A CDP should reflect, and support, the library's wider policies and strategies (Evans & Saponaro, 2005, p. 49; Hogarth et al., 2010, p. 3), working effectively towards achieving the library's overall aims and objectives. Hull Libraries has not included either an organisational or community overview in its CDP. However, the CDP is part of a larger framework of policies and strategies, which together evaluate the community demographic and needs, library location operational suitability and service provision:

"[The CDP] has been prepared and will be used in the context of Hull Libraries Strategy, national Library Benchmark and local library service plans."

(Appendix A: Hull Libraries' Stock Policy, 2013, p. 2)

However, Evans and Saponaro also advise that this information should not be part of the CDP but produced separately (2005, p. 53). Hull Libraries' CDP content focuses on collection development and providing guidance for the collection life cycle within its legal framework, rather than the wider context of its collection:

"The strategy, which is currently being revised, obviously that's ... the overall library service - the services that we will provide, so the stock policy then fits into that to explain how we buy and select and utilise our stock, and selection and disposal procedures." (Librarian A)

Used in conjunction with other policies and supplier agreements, selected material can respond to changing users' needs without revising the CDP. Whilst a flexible policy may adapt to changing circumstances and trends, the wider context of the community, their needs and the library service is removed from the CDP (see Figure 3.2.), potentially weakening the links between the collection, Hull Libraries and the community in the CDP.

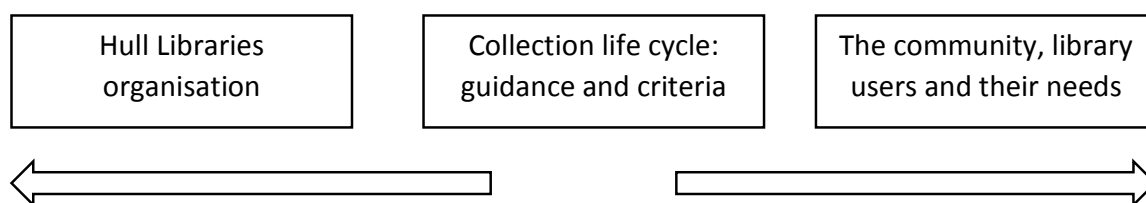


Figure 3.2. Hull Libraries' CDP context

3.5 Aims and objectives

Both the NAG and ALA models recommend including the collection's aims and objectives (see Table 3.1.). The NAG model advises a CDP should also specify how the collection contributes to the council's priorities and service objectives by demonstrating its "social, educational, cultural, economic development, and public information and participation" contributions to the community (Hogarth et al., 2010, p. 4). Hull Libraries' aims and objectives for their collection emphasise their support for Hull City Council's strategies

and priorities, and the wider community. Its CDP's intended outcomes are on the first page, underneath the policy's purpose and scope:

- [A] well-balanced stock appropriate to community needs
- To enable the community to understand the criteria and decisions determining the selection and allocation of stock in Hull Libraries
- Increase customer satisfaction with the service
- Increase library membership and library usage
- To ensure the library stock supports Council priorities and agendas to meet Government targets, local community needs and aspirations
- To ensure that the library stock meets targets set against the Library Benchmark

(Appendix A: Hull Libraries' Stock Policy, 2013, pp. 1-2)

Whilst these aims emphasise support for the council and the community, they are ongoing with no achievable end point. However, such statements in policies are often general in nature (Friend, 2000, p. 49).

3.6 Collection overview

Whilst the ALA and IFLA models predominately focus on collection descriptions and evaluations (see Table 3.1.), the NAG model advises introducing the collection by identifying the objectives "set for the provision and performance of stock" (Hogarth et al., 2010, p. 12). The main body of Hull Libraries' CDP begins with the intended outcomes and standards for collection development:

- Be consistent
- Have due regard for quality
- Offer choice
- Achieve a balance
- Be responsive to community needs
- Be open-minded
- Encourage a love of reading/learning/culture.

(Appendix A: Hull Libraries' Stock Policy, 2013, p. 2)

The NAG model describes the collection scope, formats, currency, breadth, depth and access under the “Selection” component (Hogarth et al., 2010, p. 15), and Hull Libraries’ CDP follows this example:

“This includes books, newspapers, periodicals, maps, printed music, DVDs, music and Spoken Word recordings, e-books and e-audio, computer software and any other print or non-print format which is made available as a source of information, recreation, or as a support for learning, culture or business.”

(Appendix A: Hull Libraries’ Stock Policy, 2013, p. 5)

However, this description includes formats which Hull Libraries aims to add to the collection but are not currently available, such as e-books:

“We don’t have e-books at the moment ... How can we fund it because we can’t capitalise it and will IT allow us? ... [T]hose are the two big issues that stops us doing e-books but we have put it in there and when people say why don’t you have e-books, well it’s in the policy and we will work towards that if we can. But the two stumbling blocks are IT and capital funding. And with declining budgets that is a big issue.”

(Librarian A)

Although the policy may be more flexible by including formats the library would like provide, there is not a timeframe for when e-books may be added to the collection. The CDP represents an ideal rather than the existing collection and this distinction may not be easily apparent to different audiences.

3.7 Censorship and intellectual freedom

The NAG model’s first component is the collection’s legal framework (see Table 3.1.), and details national policies and guidelines that are relevant to public library services, including censorship, intellectual freedom, employment and discrimination laws (Hogarth et al., 2010, p. 11). Hull Libraries’ CDP has included national policies and guidelines which impact on the collection, its access and service provision rather than employment legislation (Appendix A: Hull Libraries’ Stock Policy, 2013, pp. 2-3).

This legal framework in Hull Libraries' CDP protects and justifies whether to include or exclude material:

"The library service may purchase any publication which has not incurred penalties under current UK law. Material that is defined by UK legislation as obscene or blasphemous, or which incites religious or political hatred, will not be stocked or displayed. The library service does not knowingly purchase such material and if any item becomes subject to legal proceedings it will be removed. All stock decisions will be made within the current statutory framework ...". (Appendix A: Hull Libraries' Stock Policy, 2013, p. 3)

Hull Libraries also affirms its commitment to intellectual freedom by adhering to and reproducing the statement on censorship produced by CILIP, in its "General Principles" component (Appendix A: Hull Libraries' Stock Policy, 2013, p. 2), and referencing it in the "Censorship" component (Appendix A: Hull Libraries' Stock Policy, 2013, p. 7). In this section, Hull Libraries recognises the community's diversity in social attitudes, beliefs, religions, cultures and languages. Hull Libraries' current and future collection will potentially include any material that is not illegal but may offend some users and parts of the community and identifies users' responsibilities regarding controversial stock:

"The stock will represent all shades of opinion, and in doing so, the service may hold items which some individuals or groups may find challenging and controversial. Controversial material will be evaluated according to Hull Libraries selection criteria. Selection decisions are based upon the assumption that adult readers are capable of making reasonable and critical evaluation of the views expressed in these items, and recognise that older works reflect the customs, conventions and social attitudes of their day and some new material may reflect social attitudes that are not politically correct." (Appendix A: Hull Libraries' Stock Policy, 2013, p. 7)

This follows MLA (2009) guidance regarding controversial material although the librarians also rely on their professional and subjective judgement when choosing whether to include or purchase controversial material. Reproducing the CILIP statement (2005) helps to protect and justify their collection decisions.

3.8 Collection life cycle

As libraries' space and resources are limited, collection life cycle management should be a standard feature in their collection and development framework (Demas & Miller, 2012). Although all three models, ALA, IFLA and NAG mention collection life cycle aspects, such as selection, deselection and access, only the NAG model also includes promotion and rotation of material across library locations (see Table 3.1.). Hull Libraries' CDP predominately focuses on providing guidance and criteria for the collection life cycle: choosing material; its availability and promotion; whether material should remain in the collection; and the options when it is no longer required (see Figure 2.3.). Library users judge their library service according to their perceptions of the collection's quality and quantity and whether it answers their needs (Gessesse, 2000).

3.8.1 Selection and acquisition

Selection policies defining the formats, scope and breadth of the material chosen and purchased for the library's collection are an integral part for all three CDP models (see Table 3.1.). Hull Libraries' recognises it cannot purchase or house all published material and links any purchases to meeting and supporting library users' needs, dependent on the librarians' professional and subjective judgement:

"Qualitative judgements are made to assess how well items meet identified customer priorities and community needs and enhance existing collections as set out in service objectives, as Hull Libraries cannot buy everything that is published." (Appendix A: Hull Libraries' Stock Policy, 2013, p. 4)

Hull Libraries' CDP documents criteria which influence whether material is selected, such as popularity and potential usage, as well as criteria for when material should not be selected, including poor value or out of date (Appendix A: Hull Libraries' Stock Policy, 2013, p. 6). Providing the guidance demonstrates accountability and transparent processes to the internal and external audiences, whilst protecting and justifying staff's decisions and promoting consistency. However, for this to be successful the CDP may need to be embedded in work practices.

3.8.2 Non-solicited material

A CDP should clearly state its criteria for both accepting and disposing of donated material, whether this is when it is offered, or once it has been part of the collection and is no longer suitable (Evans & Saponaro, 2005, p. 62). All three models include donations and gifts as a CDP component (see Table 3.1.), although unsolicited material available for purchase may also be included. Hull Libraries' CDP has chosen to separate donations and non-solicited into two sections but emphasise this material is subject to the same criteria as the main collection:

"Donations of stock are welcome on the understanding that they are subject to the same selection criteria as purchased stock ... Hull Libraries reserve the right to: decline to put items into stock if they do not meet our key criteria; decide on the most suitable location; dispose of any items not retained through stock through the normal channels used for purchased stock according to the needs of the service."

(Appendix A: Hull Libraries' Stock Policy, 2013, p. 7)

This criteria can protect the organisation and its staff when accepting or rejecting material for the collection (Johnson, 2009, p. 76), and reduce offending potential donors or prevent the library accepting material with restrictions on its housing or deselection.

3.8.3 Maintenance and management

This component is not included in either ALA or IFLA models although both mention collection access (see Table 3.1). However, the NAG model advises including an overview of these practices to encourage collection usage through presenting, promoting and rotating the material, whilst encouraging users to be involved (Hogarth et al., 2010, pp. 2-3). Promoting and rotating material can increase usage and users' satisfaction levels demonstrating resource efficiency, rather than just selecting and providing access to material. Whilst NAG suggests incorporating techniques used in commercial booksellers to promote material more effectively (Hogarth et al., 2010, p. 7).

The surroundings and environment in libraries can also affect whether all members of the community are able to browse and utilise the library, and the perceptions of the collection and service provision:

“Hull Libraries provide welcoming and attractive environments, adequate access and accommodation, browsing and seating facilities for both adults and children, taking particular care in respect of those with a disability.”

(Appendix A: Hull Libraries’ Stock Policy, 2013, p. 8)

Hull Libraries’ CDP wants to ensure that not only is the collection accessible to a wide range of ages and physical abilities but that it is more than a purely functional space. Whilst increasing the collection’s usage figures can demonstrate an efficient use of resources, it does not necessarily mean that the collection has an adequate depth or scope, or that it is used by a wide range of the community and not just a loyal few users.

3.8.4 Deselection

Collections may become too large or lose their focus as material is added and deselection is an essential aspect of collection management (Handis, 2007, pp. 84-87).

There are close relationships between space limitations, acquiring material, choosing what to preserve and what to remove from the collection (Thomas, 2000, p. 376).

Systematically deselecting material can contribute to providing sufficient space to house both the current collection and the new acquisitions (see Figure 3.3.).

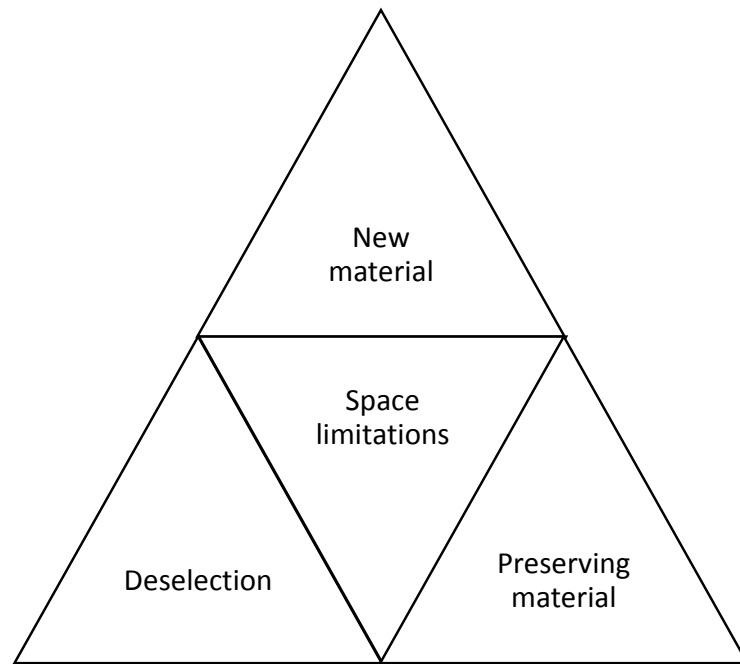


Figure 3.3. Relationship between space and the collection

Hull Libraries' understands this relationship and importance of deselecting material:

"Disposal of stock is a continuous process as the amount of stock at each service point is ultimately limited to the space available to accommodate and display it."
(Appendix A: Hull Libraries' Stock Policy, 2013, p. 10)

However, material deselection and disposal can be a sensitive and political issue, potentially damaging the library's reputation with its stakeholders, and a CDP needs to formally document the criteria and processes (Demas & Miller, 2012). Hull Libraries' CDP provides basic criteria for deselecting material whilst acknowledging other policies and criteria:

- Item is in poor physical condition, not worth repairing and does not meet the reserve stack criteria
- Information is out-of-date, incorrect or references are made to out-dated equipment or processes
- Information is correct but presentation is dated
- Item no longer reflects the interests or needs of the readers

- Items which are in good physical condition but are no longer issuing e.g. ex-best sellers, over duplication of titles

(Appendix A: Hull Libraries' Stock Policy, 2013, p. 10)

Librarian B feels deselection can be particularly difficult in certain sub-collections, such as the reference collection or material that is not used frequently:

"... it's really, really hard. ... But just because something hasn't been looked at for five years doesn't make it something that is not valuable because somebody could come in the 6th year and need it." (Librarian B)

The literature acknowledges that deselection is a challenging professional issue. Clayton and Gorman admit that "there is, unfortunately, no simple formula for knowing what to discard." (2001, p. 201). Deciding which material to deselect often relies on the librarian's professional and subjective judgement (Williams, 2000, p. 345), but can be neglected in a librarian's training and professional experience (Williams, 2000, p. 340). Public libraries can cover a broad range and depth of subjects for librarians to understand and evaluate. However, deselecting material can contribute to enhancing users' library experiences by maintaining a collection's focus, currency, accessibility and physical size.

3.9 Collection evaluation

Collection evaluation is essential to identify collection strengths and weaknesses and to evaluate collection development decisions (Evans & Saponaro, 2005, p. 63). The ALA and IFLA models focus on evaluating the current collection according to the subject, format coverage, scope, breadth and depth (see Table 3.1.). These models recommend evaluating collections using either the Conspectus method, a standardised numerical system identifying each subject's collecting depth, or the narrative method which uses descriptions (Anderson & ALA, 1996, pp. 5-8; Biblarz et al., 2001, pp. 4-5). However, Evans and Saponaro point out that even the Conspectus method is a subjective evaluation as the numerical codes may be applied inconsistently, either within a library or across different library authorities (Evans & Saponaro, 2005, pp. 57-58). Snow (1996) argues that whilst necessary, insisting collection evaluation is part of the CDP could

discourage libraries from developing or updating a CDP due to collection evaluation's difficult, time-consuming and repeatable nature.

Although the NAG model does not recommend a specific approach, it should be evidence-based (Hogarth et al., 2010, p. 3), rather than a subjective and value based judgement. Collections should be evaluated to determine whether they are meeting their user needs and providing an efficient use of resources (Gessesse, 2000). This perspective shifts from evaluating the collection itself to assessing its impact and resource efficiency on its aims and objectives, such as supporting users' needs. Although identifying and measuring times when users have not found the information they wanted and simply left the library can be difficult to evidence. However, relying too heavily on either subjective judgements or evidence based methods can distort the overall evaluation (Baker & Wallace, 2002, p. 247).

Hull Libraries' CPD does not have a collection evaluation section and focuses on assessing the collection's impact using Library Management System (LMS) usage statistics and user requests rather than the collection in isolation:

"But to actually do that whole stock evaluation, no we didn't do it as in depth as that and it wasn't really the stock so much we were looking at [but] our users and community profiles to make sure that are we meeting the needs."

(Librarian A)

However, Hull Libraries' CDP does provide guidance and criteria for collection maintenance and evaluation by library location rather than city-wide and is based on the librarians' professional and subjective judgement:

"The process of editing stock routinely and systematically examining each item of stock to review the collection, range, and currency of the stock as a whole at a service point."

(Appendix A: Hull Libraries' Stock Policy, 2013, p. 9)

The NAG model does advise identifying the subject levels that users might expect at different library locations (Hogarth et al., 2010, p. 7), a system Hull Libraries does employ:

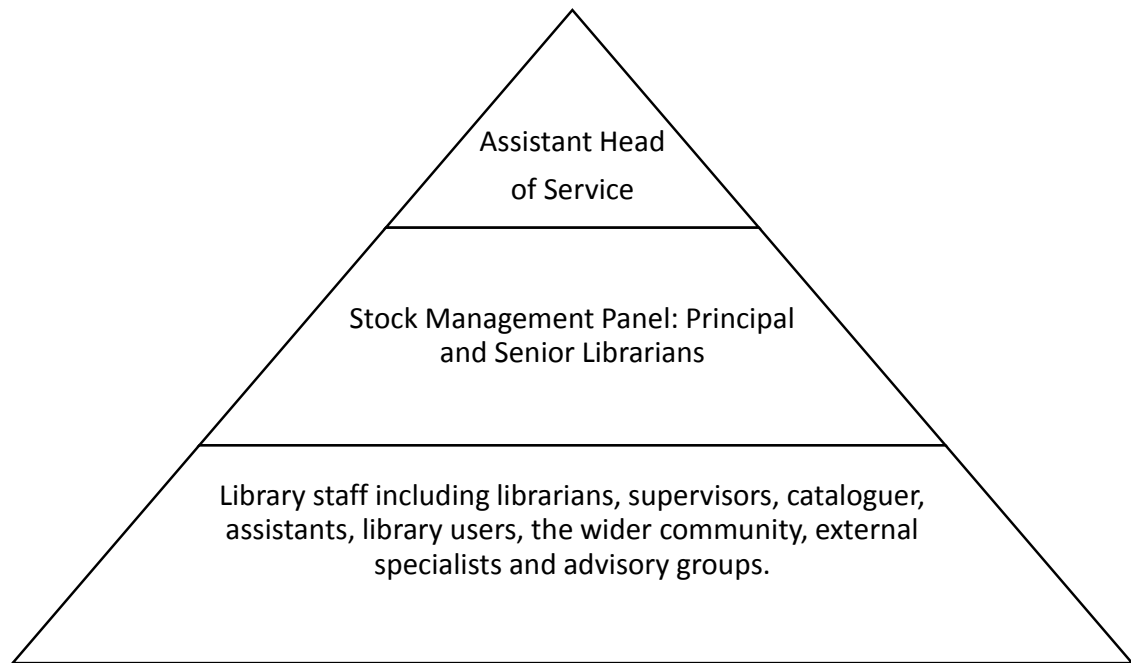
“I think we do kind of have levels, so we will have within our selection criteria that we think branches should go up, I think it’s A-level and that Central should go up to undergraduate but we buy postgrad as well.” (Librarian B)

Collection evaluation is a difficult process, whether it focuses on the collection, its impact, is linked or separate to the CDP. Whilst Hull Libraries’ CDP does not have a collection evaluation component, it does follow the NAG recommendation and evaluates the collection’s impact and usage using evidence based methods. However, this may focus attention on when users’ needs are being met, rather than identifying and developing the collection where they are not.

3.10 Accountability

All three models emphasise that a formally documented CDP, its systematic guidance, standards and criteria promotes accountability and improving communication (Anderson & ALA, 1996, p. vii; Biblarz et al., 2001, p. 3; Hogarth et al., 2010, p. 5). Alongside the motivation to create collections that meet users’ needs, there is an increased drive for greater accountability and evidence-based evaluation to demonstrate value for money and service impact, particularly when funding is provided by government or councils for public services (Markless & Streatfield, 2006, p. 6). A CDP can promote accountability through clearly documenting its guidance and criteria, but this may be affected by limited CDP’s awareness and accessibility, and whether its standards and guidance are relevant and adhered to consistently.

Although brief, the component identifying who is responsible for collection development is important (Evans & Saponaro, 2005, p. 59). Hull Libraries’ CDP identifies three staff tiers with responsibilities for selecting and managing material (see Figure 3.4.).



(Appendix A: Hull Libraries' Stock Policy, 2013, pp. 3-4 & 6-7)

Figure 3.4. Collection development responsibilities

However, it is the middle tier who have responsibility for:

- Co-ordinating and monitoring the selection of stock
- Ensuring policy guidelines are upheld in the selection and management of stock on a citywide basis
- Monitoring and reviewing the stock policy and processes to maintain standards, quality of stock and ensure value for money
- Monitoring the budget allocated for stock acquisition

(Appendix A: Hull Libraries' Stock Policy, 2013, pp. 3-4 & 6)

Whilst identifying and detailing responsibilities can encourage an overview and cohesive approach to collection development activities, Baker and Wallace warn divided responsibilities may result in uneven and disparate sub-collections (2002, p. 247).

An audit trail is the final component of Hull Libraries' CDP, which states both when the annual review dates and when the next review will be. The last review was August 2013 and will be reviewed in September 2014 (Appendix A: Hull Libraries' Stock Policy, 2013,

p. 11). Whilst this demonstrates the CDP is reviewed annually, a review may be in-depth or superficial, affecting its impact on collection development.

3.11 Omissions

Whether it's a basic or complex CPD, choosing and balancing the content for internal and external audiences with varying needs, is part of the challenge of developing a CDP. Librarian B felt the CPD's content reflected the current SMP librarians' working backgrounds, rather than the entire collection's life cycle:

"There is very little in here about reference collection. There's stuff about referencing buying but it could actually really be called the Hull Libraries' Lending Stock Policy. ... [O]ur senior team comes from a lending background and I think that is sometimes reflected in our policies and while ... if we're talking about the selection and the purchasing part of the policy you can argue that the policy does cover the necessary things there. What it fails to cover is then the collection management of what you bought in terms of reference because it is different and you need to use different criteria."

(Librarian B)

As the CDP is developed or reviewed it may reflect the expertise and focus of those staff involved, creating areas with insufficient guidance or awareness. Collection development decisions may have relied on individual staff with expertise in specific areas underpinning the CDP's guidance and criteria. It may highlight a training or organisational issue to ensure valuable knowledge and experience is not lost when a staff member no longer performs certain duties, through reassignment or leaving (Pickett et al., 2011).

Libraries may choose to include other practical guidance which affects collection development, such as procedures. Whilst policies provide the theoretical framework for an organisation's standards and values, procedures show the internal audience how to implement those theories to the organisation's designated standard in their work

practices (Fitsimmons, 2011). Although necessary to implementing the CDP, procedures should not be part of the CDP and are not relevant to external audiences (Clayton & Gorman, 2001, p. 17). Hull Libraries' chose to separate the procedures from their CDP, as this guidance is aimed only at internal audiences:

"The staff need to know the processes but then you think is it right it should be in the stock policy. Isn't that a procedure manual?" (Librarian A)

Although they are distinct documents, using them in tandem potentially strengthens them both, through implementing procedures that demonstrate the organisation's standards and providing a theoretical justification for those procedures. However, the CDP's guidance may require more interpretation than implementing the procedures.

Unlike all three models (see Table 3.1.), Hull Libraries' CDP does not mention its overall budget or the apportioning. Instead it describes in broad terms how material is purchased whilst adhering to its parent organisation's guidelines on tendering:

"Hull Libraries participate fully in joint arrangements for library supply through the Yorkshire Book Consortium and provide input to formal tendering processes which constitute the principle mechanism for the acquisition of materials."

(Appendix A: Hull Libraries' Stock Policy, 2013, p. 4)

However, Chapter Two (see Section 2.5.5) established that Hull Libraries has chosen to separate detailed budget allocations and buying plans from its CDP so the content does not require frequent updates. Although this is a brief section, it does demonstrate that Hull Libraries uses both a tendering process and consortia to purchase material in a cost-effective and efficient use of resources.

3.12 Conclusion

Hull Libraries' CDP stated purpose is to provide guidance for its collection life cycle decisions, whilst enabling its internal and external audiences to understand how and

why those decisions are made. The CDP's content and the components, included or omitted, can affect whether the CDP supports its guiding purposes and its impact on collection development. Hull Libraries' chosen content identifies and documents its expected collection standards and provides guidance and criteria to implement its collection development decisions.

There are similarities and differences between the ALA, NAG and IFLA models available in the literature. Although Hull Libraries' CDP resembles the NAG model, which is aimed at UK public libraries, it has been adapted and altered to suit Hull Libraries' context and circumstances. It has omitted recommended components, such as the organisational and community overview. Hull Libraries' CDP focuses on the collection life cycle, rather than information and analysis about Hull Libraries and its community. It forms part of a larger policy framework and depends on the context and background of those policies and strategies for a more complete overview.

Whilst the content can protect and justify collection development decisions by documenting the guidance, it also relies on the librarians' professional and subjective judgement. Hull Libraries' CDP does not provide answers to every situation and its guidance may need to be interpreted. Although the CDP's content may accurately reflect the organisation's standards and values, and provide clear guidance, its impact on collection development may still be limited. Chapter four will critically examine the librarians' experiences and perceptions of formulating, administering and evaluating their Hull Libraries' CDP, and its impact on collection development.

Chapter Four: Formulation, administration and evaluation

4.1 Introduction

Whilst a CDP's purposes, scope and content can represent an organisation's theoretical and practical approaches to its collection development and management, the impact may be affected by how the organisation and individuals perceive and implement the CDP. Its formulation process, structure, wording and responsiveness to changing circumstances may all affect whether it provides the guidance and criteria needed for a diverse range of audiences. The adoption and usability may also depend on the organisation's culture and training, whether and how the CDP is promoted and its accessibility.

This chapter will continue to analyse the librarians' experiences of working with the CDP for the third objective, "Analyse how the librarians formulated, administer and promote the CDP", whilst the literature will provide the context and background. The librarians' interview data will also provide the basis for the fourth objective, "Evaluate critically the CDP's outcome on collection development". These objectives contribute to the research's overall aim, to research the nature and administration of Hull Libraries' CDP and assess its impact on collection development.

4.2 Formulation

The CDP's life cycle includes formulation, administration, review and revision stages (see Figure 1.1.) whether it is a completely new policy or a revision of an earlier version. Librarian A understands that Hull Libraries chose to substantially revise their previous CDP following advice from CILIP on censorship and intellectual freedom (2005):

"For example one of the reasons why we reviewed the policy was following all the CILIP guidance on censorship of stock and that was a key instigator for changing and reviewing the policy. To make sure that we included this

guidance because there was a lot of concern at the time about terrorism and use of media.” (Librarian A)

Hull Libraries’ staff attended CILIP censorship workshops with other library organisations and their CDPs, prompting a critical comparison:

“[O]ne of the things they [CILIP] stressed was the need for an up to date and accurate stock policy ... [We] took ours along [to the CILIP censorship workshop] and thought this is too cumbersome and then [we] looked at other peoples and ... thought this isn’t deep enough and others [we] thought actually, this is very good and that was probably an instigation to [us] at looking at reviewing it.” (Librarian A)

A combination of external circumstances, CILIP’s advice on censorship and the opportunity to examine and evaluate other libraries’ CDPs prompted Hull Libraries to review their CDP and substantially revise and update it to reflect their organisation and context.

4.2.1 Developing the current version

However, the political process of creating or substantially revising a policy that is linked to an organisation’s strategic aims can be challenging and potentially divisive as individuals’ opinions can be accepted or dismissed (Friend, 2000, p. 45). A small group of librarians was formed to critically evaluate the existing CDP and produce a new draft CDP:

“It was [librarian] and [librarian] ... [who] looked at our existing stock policy and [they] decided straight away [they] didn’t like this, it was unwieldy so [they] then looked at other stock policies. [They] talked to members of the consortium [who] very kindly provided us with their stock policy. ... [They] looked at that and ...at ours and thought ... this seems more concise than ours and it puts it in a much better way than ours does and [they] just stripped away everything that [they] felt we didn’t need.” (Librarian A)

Adapting suitable elements from other libraries' existing policies, with permission if needed, is an acceptable method to develop a new CDP and may be easier than creating an entirely new version (Clayton & Gorman, 2001, p. 30). However, different libraries' circumstances can vary substantially and may not be a suitable template to just reproduce (Clayton & Gorman, 2001, p. 30).

Other library staff were then consulted to review and provide their feedback on the draft version:

"When [we] got a draft, [we] took that to the senior librarians in the stock forum ... plus you've also got [...] who is the cataloguer ... and we sometimes got some of the supervisors involved as well who used to go to that. So there were people from different grades who used to go to the stock forum and [we] got obviously their opinions and it was then just a case of revising it, taking it back, getting more feedback until [we] felt [we] got it right, you know. At that point [we] took it to ... [Assistant Head of Service], for [their] opinion, ... [who] made some revisions so [we] revised it again and it took a long time. But once [we had] got it [we] thought this is readable, [we] felt it was much simpler."

(Librarian A)

Although Clayton and Gorman recommend involving the wider community or its parent organisation to gain wider support (2001, p. 32), this was predominately an internal staff based consultation. It was a long cyclical and collaborative internal staff process of review and feedback, although the responsibility to formally accept this version rested with the Assistant Head of Service. This revised and rewritten CDP responds to changing circumstances, needs, audiences and professional standards within the library community.

4.2.2 Structure

A poorly written and ill structured policy may deter use regardless of its contents (Johnson, 2009, p. 81). A CDP's usage and relevancy can be affected by its structure, length, depth of detail and language (Snow, 1996). The structure may be influenced by

its parent organisation's corporate identity or whether each policy can be structured individually:

"... basically the structure follows our other policies and council policies. So obviously you start off with the purpose and scope, your outcomes, your aims and then going through the other aspects of your stock policy."

(Librarian A)

Clayton and Gorman identify two main approaches to structuring a CDP: a basic policy, which provides an outline of the collection development; or a more detailed and complex policy (2001, pp. 26-27), perhaps with separate subject or user group sections. Hull Libraries believed a shorter, concise CDP would be more dynamic and flexible, without having to frequently revise a complex policy:

"... we don't need it to be that precise because obviously trends will change, so it's making sure that as trends change and we can incorporate that without being so precise that it makes it impossible to take account of those trends."

(Librarian A)

However, the basic CDP may result in a superficial understanding of the collection, the organisation and the community it serves (Clayton & Gorman, 2001, pp. 26-27). Hull Libraries had considered a more detailed CDP for different user groups before deciding against it:

"That was something we think of at one point, should we have a stock policy for children and we drew back from that because we thought if you have one for children, then do you have one for older people and it just becomes a lot of duplication of the same thing. Once you start splitting it up like that I think you lose that, having that strength in the policy."

(Librarian A)

A basic CDP may be more flexible, responsive to changing circumstances and revised less frequently. However, it may also require more personal judgement to interpret it, producing conflicting interpretations or deterring use.

4.2.3 Detail and length

A CDP attempts to balance the combination of theory and practical guidance for a range of audiences with their different needs. Johnson advises writing and tailoring the document for the CDP's staff audience (2009, p. 77), but Vickery (2004) argues there is an inherent imbalance in creating a CDP with sufficient detail to support and guide staff, whilst trying to easily communicate the theory and guidance to external audiences. Librarian B appreciates that balancing the detail and length may affect its usability, as adding more detail creates a denser, longer policy which could be a barrier for both internal and external audiences:

"So there's lots of different users ... for it. And that's another reason why it's important it's not too long. ... So I do think there was an element of let's try and keep our stock policy small enough or short enough to be useful. Because if you've got a massive document you're not going to refer to it."

(Librarian B)

A CDP needs to be sufficiently detailed to be useful and relevant without it becoming a barrier to understanding (Demas & Miller, 2012). Librarian A acknowledges this version was drafted to encourage understanding and usability:

"I suppose there has been more of an emphasis on making it clearer, making it simpler to understand, which means that it becomes more of a useable document as opposed to a very static document."

(Librarian A)

A CDP provides a framework for interpretation (Evans & Saponaro, 2005, p. 52) and Hull Libraries relies on the librarians to interpret its guidance as every situation cannot be covered and would limit the policy's flexibility:

"It's not meant to be precise because I think if you are too precise it becomes a bit of a rod ... It has to be flexible enough to be interpreted because situations can change and you can't make it that precise so it can cover every situation."

(Librarian A)

Whilst a basic CDP encourages a dynamic and flexible policy, external audiences may need its guidance to be interpreted by a librarian, creating a barrier to understanding.

Balancing the detail and length for different audiences whilst maintaining its usability and relevancy may be difficult to achieve.

4.3 Administration

Once a CDP has been formally adopted by its organisation, its impact on collection development may still vary depending on the guidance and criteria's relevancy. Preparing and developing a CDP can be a time-consuming and lengthy process, and Snow (1996) asserts if a CDP's guidance is not relevant to its work practices, the "more meaningless and wasteful" the entire CDP process has become. If the CDP is not embedded in work practices, its guidance and criteria may not be applied consistently, creating uneven collections.

4.3.1 CDP users

Although the CDP is aimed at a diverse range of audiences, its main usage comes internally from staff:

"For the policy itself, I would say that the library staff largely. I would say the senior management team, librarians specifically, though I don't see that it's something that shouldn't affect [the] other member of our team, certainly our cataloguer needs to be aware of it and have a good understanding of it."

(Librarian B)

Librarian B also felt that all library users, although remotely, were CDP users as the collection offered to them is shaped through applying the CDP's guidance and criteria:

"So I think in a way the customers are all users of the stock policy in a kind of sideways way because what they're being offered comes from the stock policy. So they are kind of using it anyway."

(Librarian B)

However, these library users are not consulting the written policy, which is primarily an internal document. Even internally, it is mainly used by the librarians, the senior management team and cataloguer rather than frontline staff.

4.3.2 Relevancy

Ensuring the CDP continues to be consulted and used can contribute to its relevancy and flexibility, producing a dynamic rather than static policy (Pickett et al., 2011). A CDP may not be consulted if it is not relevant or part of the organisation's culture, or because the staff's training and professional judgement are consistent with the CDP's standards:

"[T]he librarian team who makes the majority decisions are not particularly referring back to the stock policy when they are doing those procedures because they are fairly au fait with the kind of thinking to go along behind it but it is there to use a tool. [W]e have a very experienced librarian team and I think the training that we've all received and the practice that we put in and the working together means that on the whole we are following through very carefully what happens, or what the stock policy says." (Librarian B)

Although the CDP's guidance and criteria are being implemented, if the CDP is not reviewed and revised at suitable intervals to maintain its relevancy, the working practices and CDP's guidance may begin to differ.

4.3.3 Consistency and continuity

A relevant CDP can provide consistency and continuity for collection development decisions, which can be a subjective and complicated process (Evans & Saponaro, 2005, p. 66). Librarian B acknowledges the CDP's guidance and criteria can provide context and resolution for these collection life cycle decisions, which may be subjective and inconsistent, whether for an individual librarian or across the librarians' team:

"[I]t just pulls together the various, kind of bits and pieces and it does mean that there's no complication because we do have disagreements because everything to do with stock is subjective, whether it's choosing stock to buy, to choosing stock to get rid of and we all accept and we all talk about the fact that one day you'll look at this pile of books that you pulled off yesterday to discard and you'll think what was I thinking and you go and put half of them back on again. ... It can be so very, very subjective." (Librarian B)

Professional judgement is necessary as a CDP should never be detailed enough to advise to reject or select specific titles (Johnson, 2009, p. 73). As collection development responsibilities may be shared within a team and over long periods of time, the CDP may prevent the sub-collections developing unevenly (Evans & Saponaro, 2005, p. 52). Whilst a CDP requires interpretation and judgement, it may identify and communicate the standards and context for the overall collection, so they can be applied consistently across the sub-collections, library locations and staff.

4.3.4 Collection queries

Although Hull Libraries' CDP is written and predominately used internally, it can be used by its external audiences to challenge or query collection development and management decisions whether they know of its existence or not:

"[W]e do stress that if there is a problem look at your stock policy, ... a number of complaints that we get from people who say that there isn't enough of this type of stock at my library and the first port of call if that comes in is what does it say in the stock policy." (Librarian A)

If the CDP's guidance and criteria have been implemented, it can protect and justify those decisions, whilst defining the library's standards. It may also provide the basis for the library's formal response to the query with the context or rationale behind the decisions:

"Whenever I get a query about stock I would always refer people straight to the stock policy because that's usually [where] ... the initial response will always be." (Librarian A)

By developing and writing the CDP, the library has already prepared its response to collection queries and can ensure they respond consistently (Johnson, 2009, pp. 75-76). However, a query may highlight training or procedural issues, where the CDP's standards have not been implemented or applied consistently:

"Because generally, we're really honest about that sort of thing so ... if we were in breach of the stock policy. We would actually say you're quite right,

this in breach of the stock policy and we would have looked into it and said we shouldn't have bought this. We need to be a bit more careful."

(Librarian B)

Collection queries, whether originating internally or externally, can demonstrate whether the CDP's standards are being implemented or if additional training needs to be developed. It can also protect and justify collection development decisions and provide the rationale.

4.4 Review and feedback

A CDP should be a dynamic rather than static policy (Handis, 2007), and it should be reviewed or revised annually to prevent it becoming static (Evans & Saponaro, 2005, p. 50), or forgotten and unread (Corrigan, 2005). Clayton and Gorman recommend linking its review to the library's formal planning cycle to ensure it remains a flexible and relevant policy (2001, p. 50). Librarian A agrees that the CDP needs to be dynamic and responsive to changes:

"I think the policy really needs to be something, that living document giving it that flexibility to change according to your circumstances."

(Librarian A)

Hull Libraries' CDP is reviewed annually by the SMP who have responsibility for co-ordinating collection development and management across the library locations:

"[I]t's the stock management panel, which consists of the senior librarians and the principal librarians who review and amend it over time. ... [I]t's obviously being done and you can see from the audit trail on the back there that it has been done"

(Librarian B)

Feedback is an important stage in the CDP's life cycle, encouraging staff to evaluate their CDP to propose and discuss any changes or omissions with their colleagues. This may improve communication whilst encouraging a joint sense of ownership and shared standards between staff (Anderson & ALA, 1996, p. 2).

Although the SMP officially reviews the CDP, other staff members can provide feedback before its annual review:

"[W]hen we come to review it in September, [a librarian will] take it to a team meeting. We'll go through it and then it will go back with suggestions. So they probably would have an opportunity to put stuff forward and if somebody read it at any time and saw something that was glaring ... then it would be amended immediately." (Librarian B)

Encouraging and involving the staff who use the CDP to be part of the review process may give the library's collection development's standards a "formal authority" that would not exist if the CDP was imposed on staff or there was no policy (Wood & Hoffman, 1996, p. 6). It is important for Librarian B that the staff who use it also review it, preventing a superficial review:

"I think as well, because it's done by people who are directly involved in that stock collection management, it is a relevant document in that respect, it isn't being written by somebody who is divorced from the processes and the thinking that goes behind what happens. So that does mean, what's there does tend to be what's really in people's minds." (Librarian B)

The opportunity to regularly review, provide feedback and then revise a CDP can help ensure it remains relevant to the organisation and its circumstances, although the feedback may not be incorporated. It may strengthen the connections between the CDP, staff and their collection development decisions, creating a dynamic rather than static document.

4.4.1 Revising the CDP

Changing circumstances, whether internally or externally, may prompt the CDP to be revised to remain relevant to the library's context and work practices. However, libraries may lose interest in maintaining the currency of their CDP (Pickett et al., 2011). There may be gaps in the CDP's guidance and criteria if those writing, reviewing or revising the policy do not have a full understanding of all aspects of collection development. Librarian B feels that changing personnel has changed the CDP's scope

and its existing CDP guidance is not sufficiently detailed or relevant in some collection areas:

“There is very little in here about reference collection. ... [P]robably because our reference librarian had left and our senior team comes from a lending background. Our senior team has not got a single person in it who can say with their hand on their heart that they have a reference background and I think that is sometimes reflected in our policies ... What it fails to cover is then the collection management of what you bought in terms of reference because it is different and you need to use different criteria” (Librarian B)

However, if these aspects fall outside their professional experiences and knowledge it may not even be apparent the gaps exist. Staff developing their professional skills and training may also highlight omissions, which results in the CDP being revised:

“[S]o that’s another thing that could prompt [revisions] ... is our own staff development ... and realising there is a bit of a hole in it because we didn’t understand the full [collection]” (Librarian B)

Although these revisions would be prompted internally, both librarians felt that external circumstances would prompt more CDP revisions. Whilst not all changes can be predicted, there were commonalities between the librarians regarding which circumstances may prompt Hull Libraries’ CDP to be revised (see Table 4.1.).

Financial - changes to the budgets	Collection	Other circumstances
Reduced capital budget (physical material to be kept for one year)	New formats i.e. e-books (Librarians A & B) Formats becoming obsolete i.e. CDs and DVDs (Librarian B)	If the councillors decides Hull Libraries should become a not-for-profit company in April 2015 (Librarians A & B)
Reduced revenue budget (electronic resources or material to be kept for less than one year)	New selection and acquisition supplier processes i.e. Bertram's Engage (Librarian B)	How the community access the library (Librarian B)
Reduced book fund impacts on the donations guidance and criteria changed to accept more donations (Librarian B)	Reduced book fund impacts on the guidance and criteria for what is selected, acquired, kept and discarded (Librarian B)	Unknown circumstances (Librarian B)
Reduced revenue book fund impacts on the guidance and criteria for e-resources, magazines and periodicals (Librarian A)	Reference collection management guidance and criteria (Librarian B)	Strengthen existing elements to provide extra protection and justification i.e. the council's procurement system (Librarian A)

Table 4.1. External circumstances prompting revisions

This reinforces the importance of a flexible, dynamic policy that can adapt to changing circumstances for Librarian A. Being able to revise and adapt the existing CDP without

having to redo large sections can contribute to its continuing relevance and implementation:

“It brings it back to it [...] having ... that flexibility to adapt to changing circumstances. If it was too rigid then you would probably have to undo an awful lot of the policy whereas you can look at various sections and think well this section maybe needs strengthening and that section that maybe links to it maybe needs strengthening rather than having to redo the entire policy all the time.”

(Librarian A)

The CDP may need to be revised to accommodate changing internal and external circumstances to remain relevant to and embedded in work practices. Whilst a static policy may need larger sections of revision or become outdated and unsuitable, a dynamic policy may need to be regularly revised to remain flexible and responsive to changing circumstances.

4.5 Promotion and accessibility

Awareness of the policy, its promotion and how it can be accessed by its audiences may also affect whether the CDP remains relevant, embedded in work practices and responsive. A CDP is a formal, official document that should be easily understood by all its potential audiences (Johnson, 2009, p. 81), even though some may be unfamiliar with library and collection development procedures. It can be a tool for communicating both with the library users, the community and the parent organisation (Evans & Saponaro, 2005, p. 50).

4.5.1 Internal audiences

How Hull Libraries' CDP is promoted and accessed may contribute to its relevancy and whether it is embedded in work practices. Librarian A is concerned there may not be sufficient staff engagement with the CDP and its contents:

“And it is very difficult, you can take things to the supervisors' meeting, you can take things to the librarians' meetings. You can raise it at any of the

meetings but how much notice will people take of it is something we can't control. Because if you look at the way staff at all levels deal with other issues. How much notice do people take of other things? ... [B]ut I think ... that a lot of people don't look at it and probably don't even when it's been sent out after it's been reviewed and changed." (Librarian A)

This concern about staff engagement encompasses more policies than just the CDP and may be a wider issue of Hull Libraries' organisational culture and training. However, both librarians believe it is responsive, reviewed and embedded in work practices. Librarian B agrees that it might not be read frequently and only in response to collection queries:

"I think it probably isn't read as often as it should be and I suspect it's only read when we have a complaint or a comment about things that we have done, either provided or not provided. ... [W]e got the stock policy out and had a look through to check, so that's an example where you get it out and you check it, to make sure before you respond to [the] customer that ... you are following the stock policy." (Librarian B)

Although both librarians feel that it is only consulted in response to collection queries, it is reviewed annually, and Librarian B recognises that the staff do contribute to the CDP, strengthening its links between the theory and practice:

"And the stock policy reflects our practice, because like I said the people who write it are the people who are doing it. So it is kind of like symbiotic, the process and the policy." (Librarian B)

Whilst there is a cyclical process between the work practices and the CDP's theory and guidance, Librarian A does query its promotion's effectiveness even when it is promoted internally:

"We do have a librarians' meeting ... we can promote it there. We can take it to our supervisors' meetings. Because we have refined the number of meetings we have because we have cut back on staff so the opportunities to promote it are probably reduced but we've still got those outlets to promote it. How effective? No comment." (Librarian A)

Librarian B goes further and believes the CDP is not promoted at all so any promotion cannot be effective:

“The stock policy promoted? It’s not, so it’s not effective [promotion]. I don’t think the stock policy is promoted in the least.” (Librarian B)

Although Librarian A believes the promotional opportunities are limited to internal meetings, Librarian B felt it was not promoted at all. However, both agree that despite this limited promotion, it is relevant and consulted for collection queries, whilst Librarian B felt it is embedded in their work practices.

4.5.2 External audiences

Friend questions how the library users, for whom the collection is developed, interact with a policy that is neither shaped nor written by them (2000, p. 56). Librarian B believes the length and language of the current CDP does affect its readability and usability but is suitable for external audiences:

“I think it’s short and succinct enough that somebody who was interested in accessing the stock policy would be able to deal with [it].” (Librarian B)

However, before Hull Libraries’ CDP can be read and understood, the external audiences need to either know of its existence or how to access it. A CDP can make the library’s collection development practices “visible and transparent”, building support and understanding with the community (Hogarth et al., 2010, p. 5). Hull Libraries’ CDP can be accessed in these ways:

“We circulate it to all the branches and it should be in the procedures manual and it is because [...] put it in there. Branches can print it off and should have a printed copy available in the libraries so it should be available at any library. ... Or it can be requested.” (Librarian A)

However, all these ways include library staff participation or involvement and external audiences cannot access it by themselves.

Librarian B emphasises that it is a policy that anyone can read if they choose but acknowledges it is not publicly available without being requested:

“It is a public document, it’s not a secret document ... We don’t have it on public display but if a member of the public asked for it we would let them see it.”
(Librarian B)

CDPs that are available via the Internet can raise their profile and may create policies that are more accessible and outward looking (Corrigan, 2005). Hull Libraries’ CDP was accessible via the parent organisation’s website, but it is no longer available after the website’s redesign:

“[A]t one point I think it was online and then they [the council] revised the website ... [they] took out a lot of the policies and procedures. ... [A]nd so it isn’t online.”
(Librarian A)

As part of a larger organisation, Hull Libraries webpages have to abide by its parent organisation’s decisions. However, an external audience can only access Hull Libraries’ CDP with staff involvement. If a library user, or a member of the community queried collection decisions, they would receive a response shaped by the CDP, otherwise there is limited promotion and accessibility.

4.6 Evaluating Hull Libraries’ CDP

CDPs may be “very valuable, multi-purpose tools” (Wood & Hoffman, 1996, p. 5), and a library’s blueprint for developing and maintaining its collections (Evans & Saponaro, 2005, p. 49). NAG defines a CDP’s objective:

“... is to ensure that public libraries have the materials they need to deliver an effective service. It supports a systematic approach, which resolves the conflicting priorities that arise from the diversity of public expectations and needs, and the constraints of budgets for staff and materials, in a way that is demonstrably efficient, cost-effective and based on evidence and performance.”

(Hogarth et al., 2010, p. 2)

A CDP can benefit the library, staff, its users and the wider community by clarifying, documenting and communicating the collection's aims, objectives, guidance and criteria for its collection development standards:

"[I]t's that explaining your [collection development] decisions at all levels and to all people." (Librarian A)

The documented guidance and criteria provides a framework for subjective and potentially biased collection development decisions. This may protect the collection from developing unevenly or inconsistently, which impacts on the library users and the overall purpose of the library collection:

"I think they [library users] benefit from having the rules of openness that are within it, and the breadth of it, because that means the collections that they are using are protected from personal peccadilloes, and we know that happens. When you're selecting stock or discarding stock your own personal opinions come into play whether you like it or not and your prejudices do and all of that stuff, and even if you don't realise it, it happens and what one person does, another person wouldn't do." (Librarian B)

However, this subjective nature of collection development may mean decisions made within this framework are still challenged by library users, other library staff, or the wider community. The CDP's clarity, transparency and openness can provide protection and justification for these decisions in a formalised and consistent manner:

"I think we benefit from it by having something to back us up over our decision making because it is so subjective and we do get complaints and comments either from other members of staff or the public and it is something that we can refer back to and say the Hull Libraries stock policy states that." (Librarian B)

The CDP's framework and guidance may also limit the impact of censorship on the collection, whether instigated by the library users, wider community, parent organisations or the library staff through their collection development decisions:

"I think it [Hull Libraries] benefits enormously because the stock policy actually prevents censorship ..." (Librarian B)

This support for intellectual freedom and accessing information has particular resonance when the library's purpose is to provide access to a broad range of information to a community (Mangrum & Pozzebon, 2012). A CDP may not prevent censorship as material is not be automatically included or excluded although potentially any material legally available in the UK can be considered for inclusion. However, there are clear and consistent guidelines why it might also be excluded, such as expense or quality. A CDP can encourage evaluating material consistently, rationally and systematically (Anderson & ALA, 1996, p. 1) and promote a broad range of attitudes, opinions and information, whilst protecting and justifying the material in the collection from challenges.

Although a CDP may clarify and communicate the library's theories and standards underpinning collection development, Fitsimmons (2011) cautions it may not be embedded in work practices if it is overly detailed, static, difficult to implement and unsuitable. Whilst Johnston warns that good collection development and management cannot be replaced by a CDP, no matter how well written or planned (2009, p. 73). Librarian B felt that despite the limited awareness and consultation of Hull Libraries' CDP, its principles and guidance were embedded in their training, professional judgement and work practices:

"It's a document that provides that underpinning, whether people think they are acting on it or not because they actually are probably are acting within it." (Librarian B)

Whilst Librarian B feels the CDP could be improved by including collection management guidance for the reference collection (see Section 4.4.1). There is also an appreciation

that increasing the length and depth of detail may adversely affect its usability and relevancy:

“I think really I wouldn’t particularly personally want to see it getting to be a much larger document because I think that would mean it was less likely to be read and used.” (Librarian B)

Overall, Librarian B believes Hull Libraries’ CDP is suitable as it balances and clarifies its collection development theory and practical guidance within the legal framework and is a relevant and readable document:

“I think actually it’s a pretty good stock policy really. ... [B]ecause it’s quite practical, it’s quite readable and its states nice and clearly what we should and shouldn’t be doing [with the collection] and it puts forward our legal position.” (Librarian B)

CDPs that affect collection development effectively are ones that balance the theoretical with a practical approach (Johnson, 2009, p. 97). Librarian B feels that greater awareness of the CDP among the staff would improve it:

“I don’t think there is a huge amount missing from it so maybe the biggest improvement could be in us actually telling staff it exists and making them read it. ... So maybe we should work a little bit harder at making our staff at least aware of it. Won’t improve it but improve our use of it.” (Librarian B)

However, Hull Libraries’ CDP is a predominately internal staff document, rather than an external document for library users and the wider community. It is used to communicate the collection development guidance and criteria with its potential external audiences but promoting the awareness and accessibility among library users and the wider community may also improve its use within the library.

4.7 Conclusion

Hull Libraries' CDP was formulated and developed in response to changing circumstances and professional standards. This process identified and clarified the theoretical and practical approaches to Hull Libraries collection development. Staff were consulted, and are encouraged to provide feedback to ensure its continuing relevancy and usability for its annual review. Whilst it was written for internal and external audiences, Hull Libraries' CDP is mainly an internal document, which can only be accessed through Hull Libraries' staff. Both librarians believed there was insufficient awareness or promotion, although their working practices were reflected and embedded in their CDP.

Hull Libraries' CDP integrates the varied aspects of collection development within its legal framework. It encourages systematic and transparent guidelines to protect the collection from censorship and maintain access to a broad range of information for its community. It communicates Hull Libraries' aims and objectives for the collection and the standards both the community and staff should expect. These all contribute to protecting and informing collection development decisions and working practices. The next chapter will evaluate this research study's overall aim, to research the nature and administration of Hull Libraries' CDP and assess its impact on collection development.

Chapter Five: Conclusion

5.1 Introduction

The overall aim of this study is to research the nature and administration of Hull Libraries' CDP and assess its impact on collection development. Four objectives were developed that had an essential contribution:

1. Discuss the potential purposes, scope and content of a CDP.
2. Evaluate critically the purpose(s), scope and content of Hull Libraries' CDP.
3. Analyse how the librarians formulated, administer and promote the CDP.
4. Evaluate critically the CDP's outcome on collection development.

This chapter will demonstrate whether the objectives have been met, summarise the findings and propose conclusions based on those findings. The research methodology will be briefly revisited with reflections on the research study process. Its effect on the findings' reliability, validity and transferability will also be discussed, before providing suggestions to further this research.

5.2 Findings and conclusions

A UK public library's collection is fundamental to its statutory purpose of providing access to a broad range of information that meets, and is responsive to, its community's informational needs. However, space and budget limitations impact on which material can become, or remain, part of the collection. This study researched a UK public library's CDP and its role in a practical working environment, critically evaluating its purposes, scope, content, formulation and administration to meet the research objectives, informed by and developed from the literature review.

All the objectives contribute to evaluating the CDP and its impact on Hull Libraries' collection development. Objectives one and two were discussed and evaluated in Chapters Two and Three. Whilst the CDP's stated purpose is guidance, its purposes are

much broader (see Figure 5.1.) and align with those found in the literature as all purposes form two overall groups: to protect and inform (Johnson, 2009, p. 73).

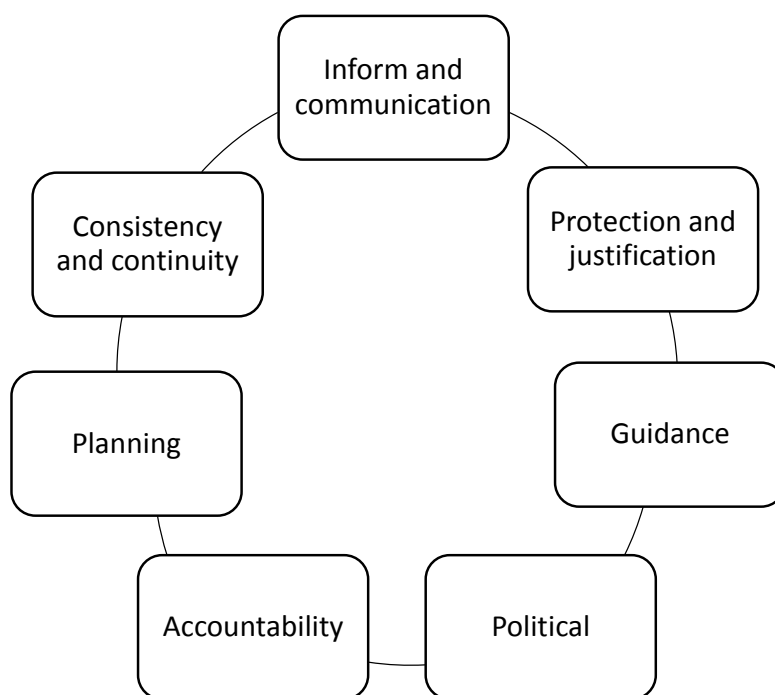


Figure 5.1. Hull Libraries' CDP purposes

These purposes (see Figure 5.1.) can be mutually supportive and demonstrate the standards expected by Hull Libraries' for its collection development.

However, its CDP's scope does not fully align with the literature as Hull Libraries have chosen to focus on collection life cycle guidance and the legal framework of intellectual freedom and censorship, rather than an overview of the library, its collection and community data, as recommended by Evans and Saponaro (2005, p. 53). Omitting this information, which is in other strategic policies, may encourage the policy to remain concise and flexible. However, it does also isolate the collection and its development from its local context, community and users.

Chapter Three focused on the content aspect of the first and second objectives. Whilst the purposes and scope does influence Hull Libraries CDP's content, its components

broadly follow the template developed by NAG for UK public libraries (Hogarth et al., 2010). However, Hull Libraries has chosen to adapt the template to reflect its work practices and needs to increase its responsiveness to changing circumstances by omitting overall collection evaluation and its budget. The content provides a distillation of Hull Libraries' theoretical, legal and practical guidance for its collection development procedures and standards. This encourages consistency, continuity and transparency if the CDP is embedded in and relevant to work practices.

Aspects of objective three are critically evaluated throughout Chapters Two and Three but is predominate in Chapter Four with objective four. Hull Libraries' chose a concise and flexible CDP structure that would encourage use, readability and relevancy although this structure may promote a superficial understanding of collection development (Clayton & Gorman, 2001, pp. 26-27). It is embedded in work practices, which affects its continuing relevancy (Pickett et al., 2011) and reviewed annually. Although a public document, it is mainly used in-house. Its guidance requires the context of professional and subjective judgement, which could be a barrier for external audiences. Promotion and accessibility are limited, which may also affect future awareness and use. Although the reference sub-collection may benefit from additional guidance, undermining its stated purpose, increasing the detail may negatively affect its concise, flexible and dynamic nature.

Hull Libraries' CDP impacts on different aspects of its collection development within its legal framework (see Figure 5.2.). A formal written framework protects the collection and collection development decisions. It identifies what happens to material during the stages of the collection life cycle (see Figure 2.3.), promoting open and transparent processes and decisions. Whilst its collection development may respond to its communities changing information needs through the CDP's flexibility, Hull Libraries' CDP does not identify those needs, evaluate the entire collection or detail its budget.

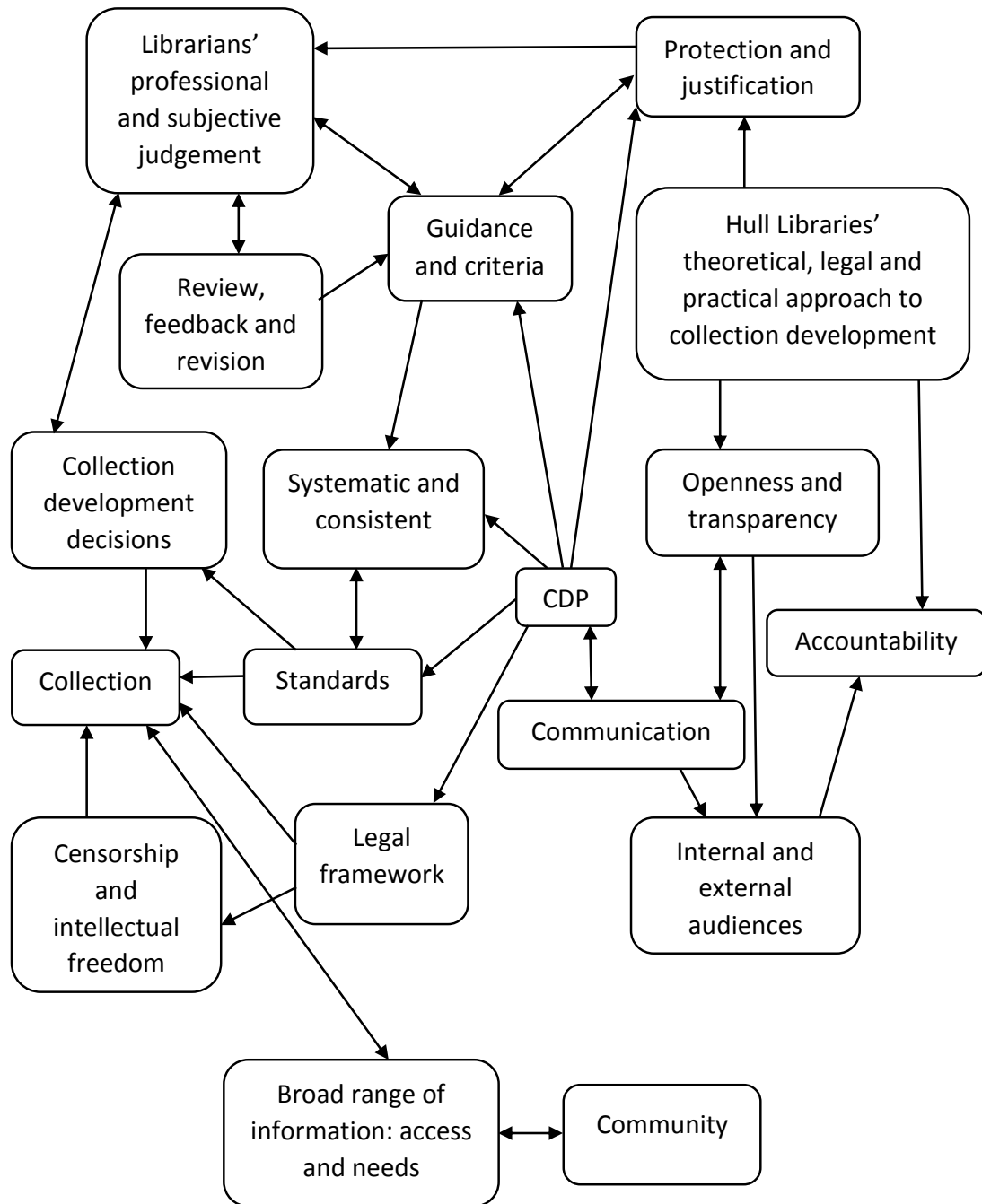


Figure 5.2. Hull Libraries' CDP impact on collection development

5.3 Research methodology

This research employs a qualitative case study design within an ethical framework, from a purposive sampling of Hull Libraries' librarians, whose collection development responsibilities throughout their careers encouraged rich and subjective interview data. Manual coding analysed themes in the interview data, before comparing and contrasting

them with the researched literature. However, completing the research within a suitable timeframe whilst working through the research stages, such as developing and conducting the interviews, was challenging.

If this study design was replicated elsewhere, the researcher would emphasise both the need to identify and gain a gatekeeper's trust and the potential for bias when a researcher has an existing, and ongoing, relationship with the organisation being researched. The research design may need to be adapted to incorporate another organisation's context and circumstances, affecting any findings.

5.3.1 Findings' validity

As discussed in Chapter One, the interview data was analysed within the framework of the literature review to contribute to the validity and reliability of case study findings. However, as mentioned above (see Section 5.3), the researcher was part of the organisation and research study's context, potentially biasing the findings. Evidence was also provided of the interview coding analysis (Appendix D). The findings cannot be generalised as they are based on the researcher's interpretation of the subjective, rich data obtained from one organisation using a small non-random sample; other library organisations may see similarities in the interview data, findings and conclusions.

5.3.2 Further investigation

Professional bodies, such as NAG, ALA and CILIP, offer CDP models or training when developing and writing a CDP. A possible area for future research may develop and evaluate strategies to maintain responsive CDPs that are embedded in work practises, and raise their awareness to ensure they are not neglected once written.

5.4 Conclusion

Developing and shaping a responsive public library collection, with space and financial constraints, for a community and their changing information needs is challenging. These findings and conclusions demonstrate Hull Libraries' CDP's impact on collection development. Hull Libraries has adapted the literature and the professional bodies' standards to suit their circumstances, context and working practices. Whilst this cannot be generalised because of the research study's methodology, other libraries may recognise this feature of adapting the professional literature standards and guidelines to suit their working practices and organisation, creating a gap between the literature and working practices. Achieving the balance between a concise, flexible and responsive framework and detailed guidance can be problematic. Whilst it is embedded with the professional and work practices, there is limited promotion, awareness and accessibility. The CDP provides a theoretical and practical framework for its internal and external audiences, contributing to transparent and accountable decisions. Its formal expression communicates Hull Libraries' guidance and standards, whilst protecting and justifying its collection development decisions. These all impact on the library's purpose of providing a collection with access to a broad range of information that supports and is responsive to its community's varied information needs.

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Appendix A: Hull Libraries' Stock Policy



Hull Libraries' Stock Policy

Purpose

This policy is to set out the guidance for selection, maintenance, management and promotion of stock in Hull City Council Library Service.

Scope

The scope of this policy relates to:

1. General Principles
2. Legal obligations
3. Responsibility and decision making
4. Selection guidance
 - 4.1 Selection criteria
5. Donations
6. Censorship
7. Stock maintenance and management
 - 7.1 Presentation
 - 7.2 Rotation
 - 7.3 Stock editing
8. Promotion
9. Disposal of stock
10. Monitoring and review

Intended Outcomes

- All staff understand and follow the principles and guidance in this stock policy to ensure that a well-balanced stock appropriate to community needs is provided.

- To enable the community to understand the criteria and decisions determining the selection and allocation of stock in Hull Libraries.
- Increase customer satisfaction with the service.
- Increase library membership and library usage.
- To ensure the library stock supports Council priorities and agendas to meet Government targets, local community needs and aspirations.
- To ensure that the library stock meets targets set against the Library Benchmark.

1. General Principles

The stock policy has been prepared and will be used in the context of Hull Libraries Strategy, national Library Benchmark and local library service plans.

The policy will aim to ensure that stock is selected, managed and maintained according to set criteria and standards to:-

- Be consistent
- Have due regard for quality.
- Offer choice
- Achieve a balance
- Be responsive to community needs
- Be open –minded.
- Encourage a love of reading/learning/culture.

The library service believes in freedom of thought, freedom of expression and freedom of action and adheres to the statement on censorship produced by the Chartered Institute of Library and Information Professionals (CILIP):

“The function of a library service is to provide, so far as resources allow, all books, periodicals etc. other than the trivial, in which its readers claim legitimate interest. In determining what is legitimate interest the librarian can safely rely upon one guide only – the law of the land. If the publication of such matter has not incurred penalties under the law it should not be excluded from libraries on any moral, political, religious or racial ground alone, to satisfy any sectional interest.

The public are entitled to rely upon libraries for access to information and enlightenment upon every field of human experience and activity. Those who provide library services should not restrict this access except by standards which are endorsed by law.”

2. Legal Obligations

The library service may purchase any publication which has not incurred penalties under current UK law. Material that is defined by UK legislation as obscene or blasphemous, or which incites religious or political hatred, will not be stocked or displayed.

The library service does not knowingly purchase such material and if any item becomes subject to legal proceedings it will be removed.

All stock decisions will be made within the current statutory framework which at present includes:

Public Libraries and Museums Act 1964
Obscene Publications Act 1964
Sex Discrimination Act 1975 (as amended)
Race Relations Act 1976
Sale of Goods Act 1979 (as amended 1985)
Video Recordings Act 1984, (as amended 1993)
Public Order Act 1986
Disability Discrimination Act 1995
Human Rights Act 1998
Crime and Disorder Act 1998
Local Government Act 1999
Terrorism Act 2006
Equality Act 2006, amended 2010
Copyright, Designs and Patents Act 1988

3. Responsibility and Decision Making

In selecting and managing the stock, the library service will draw upon the widest range of professional expertise, including both members of staff and of the community as a whole, in order to make use of specialist skills and subject knowledge, and to reflect the broad range of community needs.

The Stock Management Panel, which consists of the Principal Librarians and Senior Librarians, is responsible for:

- Co-ordinating and monitoring the selection of stock.

- Ensuring policy guidelines are upheld in the selection and management of stock on a citywide basis.
- Monitoring and reviewing the stock policy and processes to maintain standards, quality of stock and ensure value for money.
- Monitoring the budget allocated for stock acquisition.

The ultimate responsibility for managing the stock budget and stock policy rests with the Assistant Head of Service Library Service Development.

4. Selection Guidance

Hull Libraries participate fully in joint arrangements for library supply through the Yorkshire Book Consortium and provides input to formal tendering processes which constitute the principle mechanism for the acquisition of materials.

Stock is selected by a variety of means which include:

- Pre-publication orders from advance information received from library suppliers, publishers and bibliographic sources.
- Specialist material on both a regular and an ad hoc basis.
- Catalogues and other listings provided by suppliers and publishers.
- Showroom visits to library suppliers and other stockists of specialist material
- Regular standing orders and subscriptions
- Individual orders made to library suppliers or direct to publishers.
- Supplier selection based on strict criteria and stock and community profiles
- Customer requests

Selection procedures have been streamlined, as Hull Libraries recognises that staff involvement in stock selection processes must be time and cost effective. The balance of time between selection and other stock management processes reflects greater staff emphasis on community profiling, local action plans, stock promotion and presentation, to ensure stock responds to customer need and is actively promoted.

Hull Libraries participate fully in joint arrangements for library supply through the Yorkshire Book Consortium and provides input to formal tendering processes which constitute the principle mechanism for the acquisition of materials.

Standing orders and subscriptions will be activated to reduce unnecessary selection and speed up acquisition time.

Qualitative judgements are made to assess how well items meet identified customer priorities and community needs and enhance existing collections as set out in service objectives, as Hull Libraries cannot buy everything that is published.

New material is selected on a citywide basis in all appropriate formats to ensure effective coverage.

This includes books, newspapers, periodicals, maps, printed music, DVDs, music and Spoken Word recordings, e-books and e-audio, computer software and any other print or non-print format which is made available as a source of information, recreation, or as a support for learning, culture or business.

Some local materials are available in all Hull library service points, but the majority of stock relating to the local area is to be found in the History Centre. The History Centre has its own separate acquisitions policy which can be viewed through their website: www.hullhistorycentre.org.uk, or by visiting the centre.

Books and other media are selected for content. Format alone does not determine purchase, and physical quality and value for money are key considerations.

Reader requests are considered for purchase to meet identified community need and to satisfy stock deficiencies.

Stock selection decisions are made on the assumption that adults are able to make a reasonable and critical evaluation of the views and opinions expressed in an item of stock. Parents and carers are responsible for ensuring that items borrowed by children are appropriate in subject matter and interest for the child's age and reading ability.

4.1 Selection Criteria

The factors in selection include:

- Popularity of author, subject or genre
- Authority and reputation of the author/publisher in the field
- Under represented subject area in current stocks
- Item provides value for money
- Attractive and/or serviceable production
- Item fills known stock gap at a particular library
- Likely and potential use of item
- Item is a new edition, especially in a subject area of rapid change.
- Item presents positive image of stereotyped groups.
- Item reflects social and cultural diversity
- Language

- Availability

Factors in forming rejection include:

- Content of the item is badly written and adds little or no value to the existing collection
- Content or information is out-of-date
- Content is prejudicial or illegal
- Poor physical quality, e.g. type, binding etc.
- Over represented or well covered subject area.

5. Donations

Donations of stock are welcome on the understanding that they are subject to the same selection criteria as purchased stock and meet these key criteria:

- Good physical condition
- Popularity of author, subject or genre
- Non fiction items meet subject specialisation or identified subject deficiency needs
- Non fiction items must contain up to date content and have been published within the previous 5 years, unless meeting the above.
- Fiction items must be in hardback unless they meet stock deficiency needs or genre.
- Language

Hull Libraries reserve the right to:

- Decline to put items into stock if they do not meet our key criteria
- Decide on the most suitable location
- Dispose of any items not retained for stock through the normal channels used for purchased stock according to the needs of the service.

All donors will receive a letter of acknowledgement unless this option is waived by the donor.

5.1 Non –solicited Material

Authors do occasionally send information or their published material to Hull Libraries in order to promote the material. This will be managed accordingly:-

- The Stock Management Panel will assess such material and decide whether to purchase and add to stock as appropriate.
- The material will be subject to the same selection criteria as per general stock selection.

- Authors will be informed by letter or e-mail of the decision regarding their material and will be responsible for collecting any non-required material.
- Any material not collected after an appropriate period may be disposed via the normal channels used for purchased stock.

6. Censorship

Public libraries are an integral part of any community and the stock should reflect the interests and views of their communities.

Hull Libraries will not censor items unless required by law, and will seek to avoid material which overtly promotes racism or prejudice against any social group, as stated in the policy statement by the Chartered Institute of Library and Information Professionals (CILIP) – see “General principles”.

The stock will represent all shades of opinion, and in doing so, the service may hold items which some individuals or groups may find challenging and controversial.

Controversial material will be evaluated according to Hull Libraries selection criteria. Selection decisions are based upon the assumption that adult readers are capable of making reasonable and critical evaluation of the views expressed in these items, and recognise that older works reflect the customs, conventions and social attitudes of their day and some new material may reflect social attitudes that are not politically correct. Material for children which may be deemed controversial will be considered with discretion and sensitivity. Parents and carers are responsible for ensuring that items borrowed by children are appropriate in subject matter and interest for the child’s age and reading ability.

Where appropriate, further advice may be sought from community representatives, relevant external specialists and advisory groups, e.g. the Asylum and Refugee Support team, Humber All Nations Alliance and the National Literacy Trust.

7. Stock Maintenance and Management

These are key activities which underpin all functions of the library service. In order to make best use of resources, the collection development and management will be a continuous process, monitoring and editing stock through daily and weekly stock routines.

It is essential that all staff take responsibility and an interest in the maintenance and promotion of stock, especially staff who work with the stock on a daily basis. These responsibilities will be made clear through training and supervision.

7.1 Presentation

Hull Libraries provide welcoming and attractive environments, adequate access and accommodation, browsing and seating facilities for both adults and children, taking particular care in respect of those with a disability.

Monitoring the condition of stock is a continuous process. Staff at each service point will set up systems and routines to ensure that shelf stock is assessed regularly in order to:

- Ensure that books and other materials are clean and in good condition
- Stock is kept in good order on the shelves
- Older less popular titles are withdrawn.

They will also ensure that the stock is:

- Accessible to the public
- Easily located through the use of adequate and helpful guiding
- Displayed attractively
- Kept in a safe and secure location if it is a unique item of stock.

Training will be available on a regular basis for all staff to ensure adherence to basic standards which are detailed in the Library Procedures Manual.

7.2 Rotation

All items of stock may be considered for rotation, but it is also recognised that basic core stocks at each service point need to be maintained, and circulation of stock should not affect the integrity of the stock as a whole.

Decisions on rotation are made at the purchase stage and also through stock maintenance work.

Stock will be automatically circulated via the library management system, (SIRSI), which flags items for rotation and transfer at regular intervals.

Stock will be circulated routinely in order to:-

- Maximise the availability of individual items of stock
- Maximise the usage of individual items of stock
- Ensure that the stock in each service point is constantly renewed

- Ensure that minority and special interests are catered for in a cost effective way
- Ensure that Hull Libraries achieves the best value for money from stock items.

7.3 Stock Editing

The process of editing stock involves routinely and systematically examining each item of stock to review the condition, range and currency of the stock as a whole at a service point. Editing stock is undertaken by the librarians with support of the library supervisors and staff.

The decisions taken regarding the stock include:

- To keep – if the item is in good condition and being well-used
- Basic repair, e.g. re-jacket.
- To transfer to other libraries- routinely transferring items to other libraries helps to achieve greater issues, variety and choice of titles, as well as value for money. Items which will be considered for transfer are duplicates and others in good condition whose content is current and would enhance other collections.
- To transfer to the reserve stack- this is usually for last copies of potentially useful titles, which may be in poor physical condition, and allows the library service to retain important information and literature.
- Discard- if the item is in poor physical condition, out-of-date, no longer reflects the interests or needs of the users.
- Discard - items in good physical condition which have been in stock or circulation for some time, no longer reflect the interests or needs of the users and are now no longer issuing (see Section 9- Disposal- Items for sale)
- Replace – if the title is in demand, or part of a series

8. Promotion

Librarians and library staff will ensure the stock is promoted to both library users and the wider public in order to:

- Bring as wide a range of stock as possible to the attention of each individual.
- Promote books, reading, learning, digital skills and social inclusion.
- Provide advice and guidance to individual borrowers in their reading choices.
- Encourage diverse reading habits.
- Raise awareness of library stock and services to maximise their use.
- Encourage library membership and use.

Promotion will take the form of:

- Regular displays to maintain interest and stimulate use
- Producing, where necessary, booklists and bookmarks
- Arranging author related and other promotional events

- Tie –in or participating in the wide range of festivals and events organised by the Council and other local and national organisations.
- Press releases to local newspapers and magazines, e.g. Hull in Print.
- Displays at external events, outside of library premises.
- Encouraging the formation of reading groups for all sections of the community and reflecting differing reading tastes, e.g. Chatterbooks, Speaking Volumes, crime reading groups etc.
- Other promotional opportunities as these arise.

All staff will undertake Frontline training to develop awareness of stock resources and enhance their skills to assist and support readers.

9. Disposal of Stock

Stock which is no longer of any use to the library service and does not meet the criteria for the reserve stock will be considered for discard. Disposal of stock is a continuous process as the amount of stock at each service point is ultimately limited to the space available to accommodate and display it.

The criteria for discarding stock are:-

- Item is in poor physical condition, not worth repairing and does not meet the reserve stock criteria.
- Information is out-of-date, incorrect or references are made to out-dated equipment or processes.
- Information is correct but presentation is dated.
- Item no longer reflects the interests or needs of the readers.
- Items which are in good physical condition but are no longer issuing e.g. ex-best sellers, over duplication of titles, may be considered for discard at the senior librarian's discretion (see section 7.3). These items may be offered for sale at a price determined by the Senior Librarians and Principal Librarians, based upon a percentage of the retail price

Items identified for disposal will be offered for sale in order to:-

- Maximise income
- Give the public an opportunity to buy discarded items
- Keep administration to a minimum.

These are the options to be considered when disposing of stock:

- Book sales in a library on a continuous basis, using limited space.
- Book sales in an outside location or a centralised service point, e.g. Central Library.

- Book trade – Hull Libraries reserve the right to sell items of particular value which may duplicate resources or which are not applicable to collections, e.g. Reference stock, to specialist purchasers through the book trade or to other public library authorities and museums.

Items to be sold through the book trade will require authorisation from the Assistant Head of Service Library Service Development and the Head of Service.

- Recycling stock as a waste product.

10. Monitoring and Review

This policy is intended to be a 'live' working document and it will be reviewed annually by the Stock Management Panel.

Revised and amended September 2010

Date of next review: September 2012

Reviewed and amended: August 2013

Date of next review: September 2014

Hull Libraries. (2013, August). *Hull Libraries Stock Policy*. Unpublished internal document.

Appendix B: Hull Libraries' participation request

C/o Encore Music Services

Hull Central Library

Albion Street

Hull

HU1 3TF

27/03/14

Dear Ms Alford,

I have completed the taught modules on the MSc Econ Information and Library Studies course at Aberystwyth University, and am now planning my research dissertation. I would like to explore the combination of theory and practical research in relation to an aspect of collection development.

I plan to research the impact of a stock policy on collection development, and would like permission to base my research on Hull Libraries' stock policy and its administration. I would also like permission to approach one or more of the librarians, to ask whether they would consent to be interviewed. The research will examine professional literature recommendations and current working practices on this topic.

I have prepared an accompanying Informed Consent Form with more details.

If you have any questions please contact me either at the address above; email: ncs1@aber.ac.uk; telephone 01482 616852 (or extension 6852).

Thank you for your time.

Sincerely,

Naomi Smith

Appendix C: Informed consent form – Hull Libraries

Working title of the research project: Evaluating the impact of Hull Libraries' collection development policy on collection development

Researcher: Naomi Smith

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Hull Central Library

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01482 616852

Background:

Your organisation is being invited to participate in a research study. It is important before you make any decision about your organisation's involvement that you understand: the nature of the research; what it might involve for your organisation and employees; how any information or data provided will be used and stored; and any potential benefits or risks.

Purpose of the research:

The purpose of the research is to explore the impact of Hull Libraries' stock policy on collection development and how the professional literature approaches the topic of collection development policies.

Research Procedure:

Your expected time commitment would be limited to giving your permission to use Hull Libraries, and further permission to approach one or more librarians to ask their consent to participate in an interview.

The research procedure is based on an examination of the professional literature on the collection development policies topic. This will provide the context and background for exploring how Hull Libraries' stock policy impacts on its collection development.

Data collection and handling:

This research project is based on an in-depth study of Hull Libraries' stock policy and how it is used in a public library work environment. This information will be obtained through a one-to-one interview with one or more Hull Libraries' librarians.

Confidentiality and anonymity:

Confidentiality cannot be guaranteed because of the existing relationship the researcher already has with the organisation.

Please indicate at the end of the form whether you prefer the organisation to be named, or remain anonymous in the completed dissertation and on all the researcher's notes. However, remaining anonymous is not guaranteed to prevent the organisation being identified.

All the data, including any recorded interviews, interview transcripts, notes, will be kept in either a locked cabinet or password protected electronic devices in the personal possession of the researcher. Access may also be given to the researcher's supervisor and examiners if they request to see it. All collected data will be destroyed once the dissertation has been marked by the examiners.

Voluntary involvement:

Your participation in this research is voluntary. If you consent to the organisation being the basis for a case study and to approach Hull Libraries' librarians, you will be asked to sign an informed consent form. You are encouraged to ask any questions about the research and how the data provided will be used.

Risks:

The risks of this research are limited and are similar to discussing work-related topics with others. The interviewee(s) will be asked about their opinions and interpretations on aspects of the stock policy. They may refuse to answer any question or withdraw from the interview, or research study at any point without disclosing their reasons. There may be unforeseen risks as not all risks can be anticipated, although all potential risks have been minimised.

Benefits:

There are no direct benefits for you by participating in this research. However it is hoped that the information gained from this research will explore the impact of a Hull Libraries' stock policy on collection development. It will also compare the potential benefits and pitfalls of stock policies, as discussed in the professional literature, in a practical work environment.

Consent:

I, the undersigned, have read and understood the Informed Consent Form provided.

I have had the opportunity to ask questions.

I have had appropriate time to consider my organisation's involvement in this research.

I understand that my organisation will be used in this research.

I understand that Hull Libraries Stock Policy (2013) will be reproduced in this research.

I have been given a copy of this consent form.

Please delete as appropriate:

I understand the organisation's name, Hull Libraries, will be used in the dissertation and researcher's notes.

I understand the organisation's name, will remain anonymous in the dissertation and researcher's notes.

Name of participant

Position within the organisation

Participant signature


Date

Name of researcher

Researcher signature

Date

Appendix D: Coding analysis excerpts

Hull Libraries' Stock Policy Analysis		
Hull Libraries' Stock Policy	Initial Codes	Final Codes
 <p><u>Hull Libraries' Stock Policy</u></p> <p><u>Purpose</u></p> <p>This policy is to set out the guidance for selection, maintenance, management and promotion of stock in Hull City Council Library Service.</p> <p><u>Scope</u></p> <p>The scope of this policy relates to:</p> <ol style="list-style-type: none"> 1. General principles 2. Legal obligations 3. Responsibility and decision making 4. Selection guidance <ol style="list-style-type: none"> 4.1 Selection criteria 5. Donations 6. Censorship 7. Stock maintenance and management <ol style="list-style-type: none"> 7.1 Presentation 7.2 Rotation 7.3 Stock Editing 8. Promotion 9. Disposal of stock 10. Monitoring and Review <p><u>Intended Outcomes</u></p> <ul style="list-style-type: none"> • All staff understand and follow the principles and guidance in 	<p>Parent organisation</p> <p>Collection development policy</p> <p>Purpose; policy structure</p> <p>Guidance; selection; inform; collection management; stock promotion</p> <p>Policy contents; policy structure</p> <p>Legal; named responsibilities; decision making selection; guidance; non-solicited; censorship; collection development</p> <p>Stock promotion; deselection; policy review</p> <p>Purpose; policy structure</p> <p>Hull Libraries staff; guidance; collection</p>	<p>Parent organisation</p> <p>Hull Libraries; collection development policy; written document</p> <p>Purpose; policy structure</p> <p>Collection development policy; purpose; guidance; inform; stock promotion; collection management; parent organisation; Hull Libraries</p> <p>Policy scope; policy structure; policy contents</p> <p>Guidelines; legal; named responsibilities; decision making; selection; guidance; non-solicited; censorship; collection development</p> <p>Stock promotion; deselection; policy review</p> <p>Aims; policy structure</p> <p>Hull Libraries staff; guidance; collection breadth; collection</p>

<p>this stock policy to ensure that a well-balanced stock appropriate to community needs is provided.</p> <ul style="list-style-type: none"> To enable the community to understand the criteria and decisions determining the selection and allocation of stock in Hull Libraries. Increase customer satisfaction with the service. Increase library membership and library usage. To ensure the library stock supports Council priorities and agendas to meet Government targets, local community needs and aspirations. To ensure that the library stock meets targets set against the Library Benchmark. <p><u>1. General Principles</u></p> <p>The stock policy has been prepared and will be used in the context of Hull Libraries Strategy, national Library Benchmark and local library service plans.</p> <p>The policy will aim to ensure that stock is selected, managed and maintained according to set criteria and standards to:-</p> <ul style="list-style-type: none"> Be consistent Have due regard for quality. Offer choice Achieve a balance Be responsive to community needs 	<p>breadth; collection depth; library users Public; decision making; inform; protection; guidelines; selection; collection development Library users; evidence Library users; evidence</p> <p>Parent organisation; councillors; library users; protection</p> <p>Evidence; collection management</p> <p>Policy structure</p> <p>Policy contents; strategy</p> <p>Collection management; collection development; guidelines; collection breadth; public</p>	<p>depth; library users; collection evaluation</p> <p>Public; inform; decision making; guidelines; selection; collection development; protection</p> <p>Library users; evidence</p> <p>Library users; evidence</p> <p>Parent organisation; councillors; government; purposes; library users; justification; evidence; accountability; national standards</p> <p>Evidence; collection management; national standards; justification; accountability</p> <p>Policy structure; aims</p> <p>Policy contents; strategy; context; Hull Libraries; national standards</p> <p>Collection development; collection management; guidelines; city-wide collections; consistency; collection depth; collection breadth; responsive; public; openness; public</p>
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<ul style="list-style-type: none"> • Be open –minded. • Encourage a love of reading/learning/culture. <p>The library service believes in freedom of thought, freedom of expression and freedom of action and adheres to the statement on censorship produced by the Chartered Institute of Library and Information Professionals (CILIP):</p> <p><i>“The function of a library service is to provide, so far as resources allow, all books, periodicals etc. other than the trivial, in which its readers claim legitimate interest. In determining what is legitimate interest the librarian can safely rely upon one guide only – the law of the land. If the publication of such matter has not incurred penalties under the law it should not be excluded from libraries on any moral, political, religious or racial ground alone, to satisfy any sectional interest.</i></p> <p><i>The public are entitled to rely upon libraries for access to information and enlightenment upon every field of human experience and activity. Those who provide library services should not restrict this access except by standards which are endorsed by law.”</i></p> <p><u>2. Legal Obligations</u></p> <p>The library service may purchase any publication which has not incurred penalties under current UK law. Material that is defined by UK legislation as obscene or blasphemous, or which incites religious or political hatred, will not be stocked or displayed.</p> <p>The library service does not knowingly purchase such material and if any item</p>	<p>Censorship; guidelines; protection Professional colleagues</p> <p>Purpose; collection development; budget; library users; professional judgement; legal; censorship; challenges; protection</p> <p>Public; collection breadth; collection depth; censorship; legal; challenges; protection</p> <p>Legal; policy structure</p> <p>Acquisition; collection formats; legal; censorship; stock promotion; protection</p> <p>Acquisition; legal; procedures; deselection; protection</p>	<p>Hull Libraries; censorship; guidelines; protection Professional colleagues; partner organisations; CILIP professional guidelines</p> <p>Purpose; collection development; library users; librarians; professional judgement; legal; UK legislation; censorship; challenges; protection; justification</p> <p>Public; collection breadth; collection depth; censorship; legal; challenges; protection; UK legislation</p> <p>Legal; policy structure</p> <p>Hull Libraries; acquisition; collection formats; UK legislation; censorship; stock</p>
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Interview Analysis		
Interview: Librarian A	Initial Codes	Final Codes
<p>Interview Schedule</p> <p>NS: Thank you for agreeing to be interviewed. My research focuses on how Hull Libraries' stock policy affects its collection development. This interview forms part of my Information and Library Studies Master's dissertation at Aberystwyth University.</p> <p>It should take about an hour and half and, with your permission, is being recorded on my laptop, which is password protected. If you would like me to stop at any point during the interview, or prefer not to answer any questions, please let me know.</p> <p>Interviewer's name: Naomi Smith (N.S) Interviewee: Librarian A (L.A)</p> <p>N.S: Is that alright? L.A: That's fine.</p> <p>N.S: Question 1: Please describe the structure and the content of Hull Libraries' stock policy.</p> <p>L.A: I wasn't quite sure what you meant by this but basically the structure follows our other policies and council policies. So obviously you start off with purpose and scope, your outcomes, your aims and then going through the other aspects of your stock policy. So it's very much following how our other policies are laid out, that's the sort of structure of it.</p> <p>And what we did when we were creating the current stock policy was also look at other authorities, and other authorities follow a very similar, maybe not quite as defined but set it out in very similar ways.</p>	<p>Policy structure; parent organisation; purpose; policy contents</p> <p>Policy structure; professional colleagues</p>	<p>Policy structure; similarity; parent organisation; purpose; scope; aims; policy contents</p> <p>Formulating; comparison; policy structure; professional colleagues; partner</p>

N.S: So it contains things about your stock and how you purchase things	Selection; acquisition	organisations; similarity; depth of detail
L.A: That's right		Selection; acquisition
N.S: Getting rid of things, what you decide to keep.	Deselection	Deselection
L.A: Yes		
N.S: In a bit more detail what is the purpose (or purposes) of the stock policy? What do you think it does?		
L.A: It's meant to be for guidance for staff to give them some background information about as you said how we do our selections, how we should be discarding, how we should be making best use of promoting our stock, and also to answer, some of the thorny issues that we sometimes come across. Provide some general guidance on how they should approach those particular problems.	Purpose; guidance; Hull Libraries staff; inform; selection; deselection; stock promotion; challenges; decision making	Intended purpose; audience; guidance; Hull Libraries staff; context; guidance; selection; deselection; stock promotion; challenges; decision making; professional judgement
For example one of the reasons why we reviewed the policy was following all the CILIP guidance on censorship of stock and that was a key instigator for changing and reviewing the policy. To make sure that we included this guidance because there was a lot of concern at the time about terrorism and use of media or ... could we stock things for example or could they be inciting people? So we needed that guidance, we needed to make sure that guidance and information was there to clarify it for our staff.	Professional colleagues; censorship; changing circumstances; collection; policy review; guidance; inform; Hull Libraries staff	Policy review; CILIP professional guidelines; censorship; changing circumstances; collection; policy review – prompted externally; guidance; Hull Libraries staff; inform; clarity; audience
But also on the other side it needs to be there for guidance for or information for the public, also for our councillors, our stakeholders. So all of those organisations, our partner organisations,	Guidance; inform; public; parent organisation; councillors	Guidance; inform; public; audience; parent organisation; councillors Partner organisation;

<p>so they too can see you know what it is, how we select. There's that guidance. It's not meant to be precise because I think if you are too precise it becomes a bit of a rod, too precise.</p> <p>It has to be flexible enough to be interpreted because situations can change and you can't make it that precise so it can cover every situation.</p> <p>But it should be there to provide that general background, guidance and information and if there's interpretation there's usually reference to a librarian, or senior librarian, should be able to provide that further information that will support the stock policy.</p> <p>N.S: Okay. So have you experienced any situations that the stock policy could have covered but didn't? If so, what types of situations were they?</p> <p>L.A: I would have said the censorship one, which was why we revised it ... and I've already explained the issues that there were behind that and CILIP did workshops at the time, which you've probably got that information and one of the things they stressed was the need for an up to date and accurate stock policy.</p> <p>At the CILIP workshop when we looked at various stock policies, we took ours along and thought this is too cumbersome and then we looked at other peoples and some you thought this isn't deep enough and others you thought actually this is very good and that was probably an instigation to us at looking at reviewing it.</p>	<p>Selection; guidance; depth of detail</p> <p>Flexibility; depth of detail; changing circumstances</p> <p>Inform; guidance; Hull Libraries staff; named responsibilities; decision making</p> <p>Censorship; policy review; professional colleagues</p> <p>Policy contents; depth of detail; policy review; professional colleagues</p>	<p>openness; justification; decision making; procedures; selection; guidance; purpose; depth of detail</p> <p>Flexibility; professional judgement; changing circumstances; usability; depth of detail</p> <p>Context; inform; guidance; policy contents; subjective; professional judgement; Hull Libraries staff; named responsibilities; decision making; depth of detail</p> <p>Censorship; policy review; CILIP professional guidelines; current; relevancy; collection development policy</p> <p>Comparison; policy contents; depth of detail; usability; professional colleagues; policy review – prompted externally; clarity</p>
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Interview Analysis		
Interview: Librarian B	Initial Codes	Final Codes
<p>Interview Schedule</p> <p>NS: Thank you for agreeing to be interviewed. My research focuses on how Hull Libraries' stock policy affects its collection development. This interview forms part of my Information and Library Studies Master's dissertation at Aberystwyth University. It should take about an hour and half and, with your permission, is being recorded on my laptop, which is password protected. If you would like me to stop at any point during the interview, or prefer not to answer any questions, please let me know.</p> <p>Interviewer's name: Naomi Smith (N.S) Interviewee: Librarian B (L.B)</p> <p>L.B: Okay.</p> <p>NS: Question 1 Please describe the structure and the content of Hull Libraries' stock policy.</p> <p>L.B: Well this should be fairly easy because I've got it in front of me [laughs] and I've just looked through it, so I've cheated. The structure of the stock policy is, well it sets out the main headings that affect stock, from the decision to purchase it and add it to the collections, to what happens to it while its part of the collections and all the way through to how we dispose of it at the end of its time with us and the decisions we might make around that.</p> <p>And it also covers the legal aspects, censorship and what we might do with donations and non-solicited materials and who is going to take responsibility</p>	<p>Policy structure; policy contents; collection development; selection; acquisition; deselection</p> <p>Legal; censorship; non-solicited; named responsibilities</p>	<p>Policy structure; policy contents; collection development; decision making; selection; acquisition; deselection; Hull Libraries staff</p> <p>UK legislation; censorship; Hull Libraries staff; decision making; guidelines; non-solicited; named</p>

<p>for the decisions to buy and to get rid of materials in the collections.</p> <p>The structure of it is fairly basic, just like a report really. It's got its purpose at the beginning and then it has an index and then it just has its sections and it does have a review date at the end of it, which I'm quite impressed about. I'm just going to see if we've reviewed it when we should have done.</p> <p>N.S: Quite a lot that are online don't always.</p> <p>L.B: No, it does say that it will be reviewed annually by the stock monitoring panel. I don't remember reviewing it [laughs].</p> <p>N.S: I think it was August, it's right on the back page, August last year.</p> <p>L.B: Next date of review September '12, reviewed and amended August 2013. Ah, if it was done then I might have been on holiday. So it might have been done when I wasn't at the meeting.</p> <p>N.S: What is the purpose (or the purposes) of the stock policy?</p> <p>L.B: I think the purposes are quite varied really, there's more than one. The main purpose is that it's the document that sets out what Hull Libraries intends to do about its collection management and that means that rather than, doing it ad hoc, we've got the document that pulls together what we are doing and gives us that framework when we are working.</p>	<p>Acquisition; deselection</p> <p>Policy structure; purpose; policy review</p> <p>Policy review; Hull Libraries staff</p> <p>Policy review</p> <p>Purpose; decision making; collection management</p>	<p>responsibilities; openness</p> <p>Acquisition; deselection; city-wide collections</p> <p>Policy structure; similarity; purpose; policy content; audit trail; policy review</p> <p>Policy review; timescale; stock management panel; Hull Libraries staff; audit trail; accountability; openness</p> <p>Timescale; audit trail; policy review; accountability; openness</p> <p>Intended purpose; written documentation; aims; collection management; systematic; guidelines; framework</p>
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<p>But it also acts as a document that states we have considered the legal implications of certain areas of stock. So we can be in breach of our own stock policy and therefore be responsible or not. And it can be used as well as justification for the decisions that are made that our customers want to disagree with.</p> <p>So it's got different levels of purpose, and it's an aid as well in, because selecting stock isn't easy, it's not always cut and dried and it can help us to decide when we're doing that selection, have a look through it and see what we should and shouldn't be considering and what things we might want to take into account.</p> <p>Not just for selection but when we are discarding as well. It just means there's no need to keep on reinventing the wheel in terms of thinking about certain stuff. It doesn't give you all the answers but it is something that could be used as a tool in that respect.</p> <p>N.S: Have you experienced any situations the stock policy could have covered but didn't? If so, what types of situations were they?</p> <p>L.B: I haven't come across anything where the stock policy didn't particularly cover it apart from the whole issue of e-books. But then, that possibly, would be a whole different policy anyway, about what we might do with that.</p> <p>Sometimes I do think the stock policy could be helped by more detail in. A really good example, is erotica, and if</p>	<p>Legal; challenges</p> <p>Professional judgement Protection; decision-making; library users; challenges</p> <p>Guidance; professional judgement; selection</p> <p>Deselection; efficiency; decision making; limitations</p> <p>Limitations; policy contents; collection formats</p> <p>Depth of detail; collection</p>	<p>Written documentation; UK legislation; city-wide collections; Hull Libraries staff; professional judgement; contravening Protection; justification; library users; decision making; challenges</p> <p>Guidance; challenges; selection; Hull Libraries staff; subjective; guidelines; relevancy; context; inform</p> <p>Deselection; efficiency; staff-time; decision making; limitations; guidance; consistency</p> <p>Limitations; policy contents; collection formats</p> <p>Collection development policy; depth of detail; collection breadth;</p>
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Appendix E: Librarians' participation request

C/o Encore Music Services

Hull Central Library

Albion Street

Hull

HU1 3TF

[Date]

Dear [participant]

I have completed the taught modules on the MSc Econ Information and Library Studies course at Aberystwyth University, and am now planning my research dissertation. I would like to explore the combination of theory and practical research in relation to an aspect of collection development.

I plan to research the impact of a stock policy on collection development based on Hull Libraries' stock policy and its administration. The research will examine professional literature recommendations and current working practices on this topic. I would like to interview you as part of this research to understand your experiences and views of the stock policy.

Please find an accompanying informed consent form with more details about the research and the interviews.

If you have any questions please contact me either at the address above; email: ncs1@aber.ac.uk; telephone 01482 616852 (or extension 6852).

Thank you for your time.

Sincerely,

Naomi Smith

Appendix F: Informed consent form – librarians' interviewees

Working title of the research project: Evaluating the impact of Hull Libraries' collection development policy on collection development

Researcher: Naomi Smith

C/o Encore Music Services

Hull Central Library

Albion Street

Hull

HU1 3TF

ncs1@aber.ac.uk

01482 616852

Background:

You are being invited to participate in a research study. It is important before you make any decision about your involvement that you understand: the nature of the research; what it might involve for you; how any information or data you provide will be used and stored; and any potential benefits or risks.

Purpose of the research:

The purpose of the research is to explore the impact of Hull Libraries' stock policy on collection development and how the professional literature approaches the topic of collection development policies.

Research Procedure:

Your expected time commitment would be about 1 hour 30 minutes for the interview. The research procedure is based on an examination of the professional literature on the collection development policies topic. This will provide the context and background for exploring how Hull Libraries' stock policy impacts on its collection development.

Data collection and handling:

This research project is based on an in-depth study of Hull Libraries' stock policy and how it is used in a public library work environment. This information will be obtained through a one-to-one interview with one or more Hull Libraries' librarians and the researcher. The interview will be arranged at a time to suit you.

Confidentiality and anonymity:

Confidentiality cannot be guaranteed as only a very limited number of interview participant(s) will be used. Please indicate at the end of the form whether you preferred to be named, referred to by your job title, or an assigned code numbers in the completed dissertation and on all the researcher's notes. However using job titles or assigned code numbers is not guaranteed to prevent you being identified due to the limited number of interview participant(s).

Anonymity cannot be guaranteed as you will have met the researcher face-to-face for the interview.

All the data, including any recorded interviews, interview transcripts, notes, will be kept in either a locked cabinet or password protected electronic devices in the personal possession of the researcher. Access may also be given to the researcher's supervisor and examiners if they request to see it. All collected data will be destroyed once the dissertation has been marked by the examiners.

Any data collected will only be used for the purposes of this research and any publications that may result from the study.

The final research dissertation will be published, and a publicly available copy held at the Thomas Parry Library, Aberystwyth University.

Voluntary involvement:

Your participation in this research is voluntary. If you consent to be interviewed, you will be asked to sign an informed consent form. You may refuse to answer any question or withdraw from the interview at any point without disclosing your reasons. You are encouraged to ask any questions about the research and how the data you provide will be used. Any participants will have a transcribed copy of their interview and will have the opportunity to review their responses.

Risks:

The risks of this research are limited and are similar to discussing work-related topics with others. You will be asked about your opinions, experiences and interpretations on aspects of the stock policy. You may refuse to answer any question or withdraw from the interview, or research study at any point without disclosing your reasons. There may be unforeseen risks as not all risks can be anticipated, although all potential risks have been minimised.

Benefits:

There are no direct benefits for you by participating in this research. However it is hoped that the information gained from this research will explore the impact of a Hull Libraries' stock policy on collection development. It will also compare the potential

benefits and pitfalls of stock policies, as discussed in the professional literature, in a practical work environment.

Consent:

I, the undersigned, have read and understood the Informed Consent Form provided.

I have had the opportunity to ask questions.

I have had appropriate time to consider my involvement in this research.

I understand that my participation in this research is voluntary.

I have been given a copy of this consent form.

I understand that taking part in this research will involve being interviewed and that the interview will be audio recorded.

I understand that my interview responses may be quoted in publications.

I agree to assign any copyright hold in any material related to this research to the researcher.

I understand that I can withdraw at any time, without giving a reason.

Please delete as appropriate:

I understand my name and job title will be used in the dissertation and researcher's notes.

I understand my job title will be used in the dissertation and researcher's notes and my name will not be used.

I understand an assigned code number will be used in the dissertation and researcher's notes and my name or job title will not be used.

Name of participant

Participant signature

Date

Name of researcher

Researcher signature

Date

Appendix G: Interview schedule

Question 1: Please describe the structure and the content of Hull Libraries' stock policy.

Question 2: What is the purpose (or purposes) of the stock policy?

→Question 2a: Have you experienced any situations the stock policy could have covered but didn't? If so, what types of situations were they?

Question 3: Hull Libraries has many policies and procedures, and the stock policy mentions some of them, such as Hull Libraries Strategy, Yorkshire Book Consortium and stock selection and disposal procedures; how does the stock policy fit with them?

Question 4: In what ways has the stock policy's purpose (or purposes) changed over the years?

Question 5: The library gathers data, such as community profiles, usage, users and their needs to evaluate its service provision; in what ways does this information affect the stock policy?

Question 6: What do you believe prompted Hull Libraries to have a written stock policy?

Question 7: Please describe the process of developing the stock policy, i.e. how was the structure chosen, and who was involved?

Question 8: The professional literature often discusses the need when creating, or reviewing, a stock policy, to perform a stock evaluation examining subject coverage and depth, either completely or partially. How did, or how does, Hull Libraries approach this aspect of the stock policy?

Question 9: Previous Hull Libraries' stock policies were much longer and included separate policies i.e. for reference. What were the reasons for changing to one, much shorter, version?

Question 10: Who are the potential users of the stock policy?

Question 11: Some library authorities have more than one version of the stock policy aimed at different types or groups of users: do you believe this is something Hull Libraries might consider, or if not why?

Question 12: In what ways can the stock policy be accessed?

Question 13: The professional literature discusses how a stock policy can become irrelevant through lack of use, or only being read at its next review if and when that happens. How do you try to prevent the policy only becoming relevant, or consulted, at its annual review?

Question 14: The stock policy includes an annual review. What sort of circumstances or situations may prompt changes to the policy?

Question 15: In what ways is the stock policy promoted, and how effective do you believe that promotion is?

Question 16: How do you believe library service provision benefits from having a stock policy?

Question 17: How do you believe the users benefit from the library having a stock policy?

Question 18: In what ways might the stock policy be improved?

Appendix H: Pilot interview participation request

C/o Encore Music Services

Hull Central Library

Albion Street

Hull

HU1 3TF

[Date]

Dear [participant],

I have completed the taught modules on the MSc Econ Information and Library Studies course at Aberystwyth University, and am now planning my research dissertation. I would like to explore the combination of theory and practical research in relation to an aspect of collection development.

I plan to research the impact of a stock policy on collection development based on Hull Libraries' stock policy and its administration. The research will examine professional literature recommendations and current working practices on this topic. I would like to interview you to pilot the interview questions.

Please find an accompanying informed consent form with more details about the research and the interviews.

If you have any questions please contact me either at the address above; email: ncs1@aber.ac.uk; telephone 01482 616852 (or extension 6852).

Thank you for your time.

Sincerely,

Naomi Smith

Appendix I: Informed consent form - pilot interviewee

Working title of the research project: Evaluating the impact of Hull Libraries' collection development policy on collection development

Researcher: Naomi Smith
C/o Encore Music Services
Hull Central Library
Albion Street
Hull
HU1 3TF
ncs1@aber.ac.uk
01482 616852

Background:

You are being invited to participate in a research study. It is important before you make any decision about your involvement that you understand: the nature of the research; what it might involve for you; how any information or data you provide will be used and stored; and any potential benefits or risks.

Purpose of the research:

The purpose of the research is to explore the impact of Hull Libraries' stock policy on collection development and how the professional literature approaches the topic of collection development policies.

Research Procedure:

Your expected time commitment would be about 1 hour 30 minutes for the pilot interview. The research procedure is based on an examination of the professional literature on the collection development policies topic. This will provide the context and background for exploring how Hull Libraries' stock policy impacts on its collection development.

Data collection and handling:

This research project is based on an in-depth study of Hull Libraries' stock policy and how it is used in a public library work environment. This information will be obtained through a one-to-one interview with one or more Hull Libraries' librarians and the researcher. The interview will be arranged at a time to suit you.

Confidentiality and anonymity:

Confidentiality can be guaranteed as involvement is limited to piloting the interview and your name will not be used in the dissertation. Anonymity cannot be guaranteed as you will have met the researcher face-to-face for the interview.

All the data, including any recorded interviews, interview transcripts, notes, will be kept in either a locked cabinet or password protected electronic devices in the personal possession of the researcher. Access may also be given to the researcher's supervisor and examiners if they request to see it. All collected data will be destroyed once the dissertation has been marked by the examiners.

Any data collected from you will only be used to pilot the interview and the subsequent coding analysis but will not form part of the final dissertation.

The final research dissertation will be published, and a publicly available copy held at the Thomas Parry Library, Aberystwyth University.

Voluntary involvement:

Your participation in this research is voluntary. If you consent to be interviewed, you will be asked to sign an informed consent form. You may refuse to answer any question or withdraw from the interview at any point without disclosing your reasons. You are encouraged to ask any questions about the research and how the data you provide will be used.

Risks:

The risks of this research are limited and are similar to discussing work-related topics with others. You will be asked about your opinions, experiences and interpretations on aspects of the stock policy. You may refuse to answer any question or withdraw from the interview, or research study at any point without disclosing your reasons. There may be unforeseen risks as not all risks can be anticipated, although all potential risks have been minimised.

Benefits:

There are no direct benefits for you by participating in this research. However it is hoped that the information gained from this research will explore the impact of a Hull Libraries' stock policy on collection development. It will also compare the potential benefits and pitfalls of stock policies, as discussed in the professional literature, in a practical work environment.

Consent:

I, the undersigned, have read and understood the Informed Consent Form provided.

I have had the opportunity to ask questions.

I have had appropriate time to consider my involvement in this research.

I understand that my participation in this research is voluntary.

I have been given a copy of this consent form.

I understand that taking part in this research will involve being interviewed and that the interview will be audio recorded.

I understand that my interview responses will only be used to pilot the interview and will not form part of the dissertation.

I agree to assign any copyright hold in any material related to this research to the researcher.

I understand that I can withdraw at any time, without giving a reason.

Name of participant

Participant signature

Date

Name of researcher

Researcher signature

Date

Appendix J: Manual coding schedule

Initial codes

Collection management	Collection development	Collection breadth	Collection depth
Collection formats	Stock promotion	Selection	Acquisition
Deselection	Non-solicited	Challenges	Parent organisation
Councillors	Hull Libraries Staff	Training	Public
Library users	Professional colleagues	Purpose	Inform
Guidance	Protection	Policy structure	Policy contents
Policy review	Flexibility	Depth of detail	Limitations
Usability	Procedures	Strategy	Changing circumstances
Efficiency	Budget	Censorship	Guidelines
Legal	Evidence	Decision-making	Named responsibilities
Policy			

Final codes hierarchy

- Collection management
- Collection development
 - City-wide collections
 - Specific collections
 - Collection breadth
 - Collection depth
 - Collection formats
 - Stock promotion
 - Stock evaluation
 - Selection
 - User requests
 - Acquisitions
 - Deselection
 - Non-solicited
 - Challenges
 - Collection development policy
 - Guidelines
 - Procedures
 - Systematic
 - Ad hoc
 - Consistency
 - Continuity

- Named responsibilities
 - Government
 - Parent organisation
 - Councillors - including the portfolio holder
 - Other council departments
 - Hull Libraries
 - Location
 - Efficiency
 - Staff time
 - Hull Libraries staff
 - Librarians
 - Senior management
 - Assistant head of service
 - Principle librarians
 - Senior librarians
 - Supervisors
 - Cataloguer
 - Library assistants
 - Groups
 - Stock management panel
 - Stock forum (obsolete)
 - Professional judgement
 - Uncertainty
 - Training
 - Public
 - Library users
 - Users responsibilities i.e. encountering views/attitudes different to their own
 - Parental responsibilities - items they allow children in their care to see.
 - Partner organisations
 - Professional colleagues
 - Consortium
- Purpose
 - Inform
 - Guidance
 - Justification
 - Protection
 - Intended
- Policy
 - Scope
 - Aims
 - Contents

- Context
 - Structure
 - Similarity
 - Comparison
 - Clarity
 - Formulating
 - Review
 - Prompted internally (within Hull Libraries)
 - Prompted externally (outside of Hull Libraries)
 - Feedback
 - Language
 - Current
 - Out of date
 - Depth of detail
 - Duplication
 - Limitations
 - Usability
 - Accessibility
 - Via staff
 - External (accessed without going through staff)
 - Electronically
 - Hard copy
 - Policy format
 - Dynamic
 - Static
 - Openness
 - Flexibility
 - Relevancy
 - Responsive
 - Written document
 - Framework
 - Other policies
 - Promotion
 - Internal
 - External
 - Audience
 - Audit trail
 - Timescale
 - Contravening
-
- Strategy
 - Future direction
 - Changing circumstances

- Budget
 - Value for money
 - Income
- Censorship
 - CILIP professional guidelines
 - Legal
 - UK Legislation
- Evidence
 - Library Management System
 - Stock Performance
 - Engage
 - Statistics
 - Data
 - National standards
 - Accountability